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WORKABLE PROGRAM FOR COMMUNITY IMPROVEMENT

APPLICATION FOR RECERTIFICATION

JANUARY 1, 1972 - DECEMBER 31, 1973

City and County of San Francisco, California

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1. General Information

1. Name of the person: [Name]
2. Date of birth: [Date]
3. Place of birth: [Place]
4. Current address: [Address]
5. Telephone number: [Number]
6. E-mail address: [Email]
7. Occupation: [Occupation]
8. Marital status: [Status]
9. Number of children: [Number]
10. Other information: [Information]

2. Education

1. School: [School]
2. Grade: [Grade]
3. Year: [Year]
4. Teacher: [Teacher]
5. Subject: [Subject]
6. Score: [Score]
7. Remarks: [Remarks]
8. Date: [Date]
9. Signature: [Signature]
10. Stamp: [Stamp]

3. Other Information

1. Other information: [Information]
2. Other information: [Information]
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## GENERAL

### 1. SUPERVISION AND COORDINATION OF WORKABLE PROGRAM

The Workable Program activities are coordinated by the Mayor through Mr. John H. Tolan, Jr., Deputy for Development. The production of the Workable Program report is under the supervision of Mr. John H. Anderson, Assistant Deputy for Development.

The Workable Program is reviewed and approved by the Inter-Agency Committee for Urban Renewal (IACUR), chaired by the Deputy for Development.

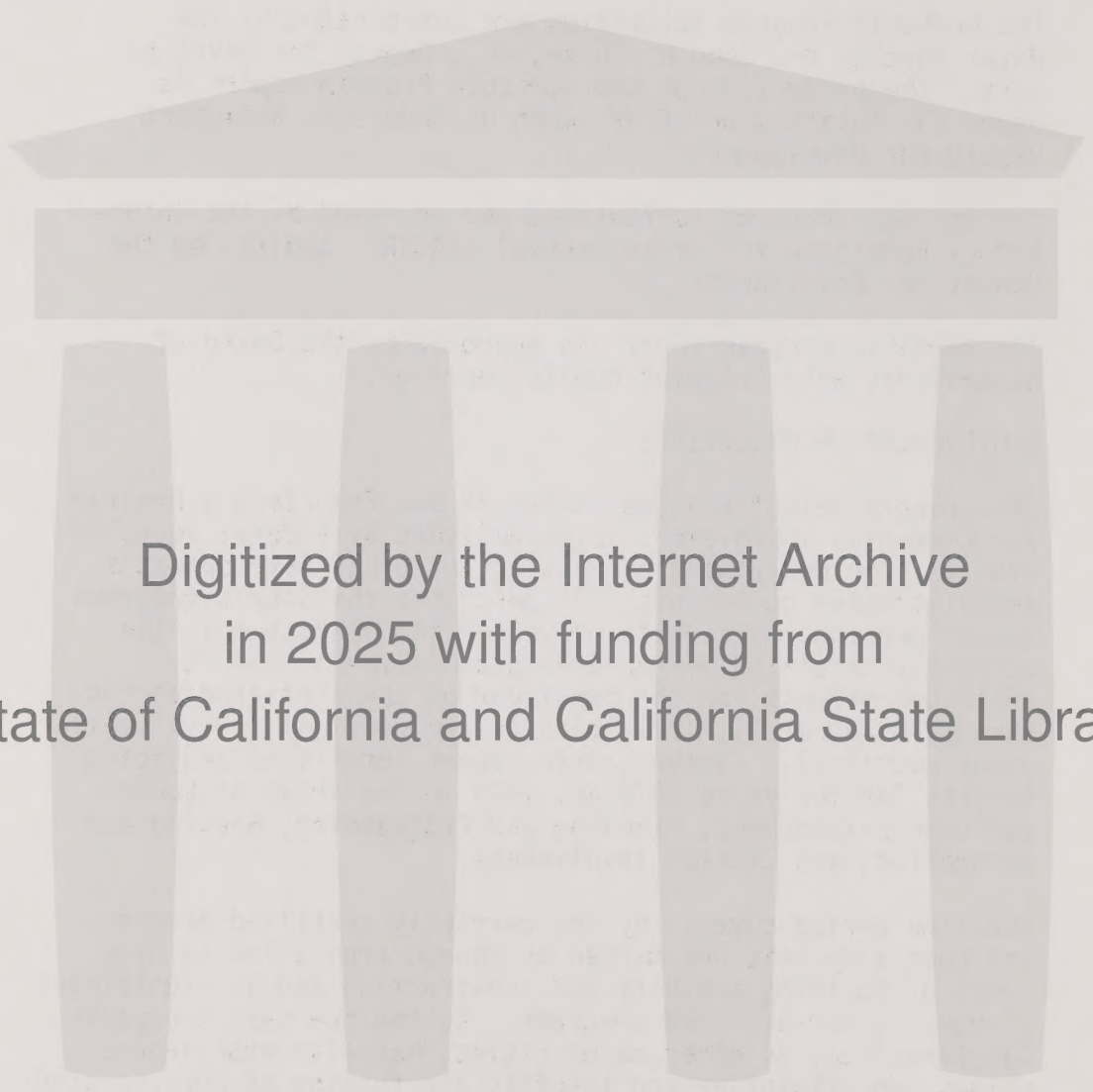
The Workable Program report is approved by the Board of Supervisors after regular public hearings.

### 2. ACHIEVEMENT OF OBJECTIVES

This report sets forth the status of San Francisco's Program for Community Improvement as established by Federal legislation and the Department of Housing and Urban Development's administrative guidelines. It describes the City's progress toward meeting the targets projected two years ago in the currently certified Workable Program (1970-71) and its continued efforts for the remainder of the certified period through December 31, 1971 (details are provided in the subsequent sections). Further, this report identifies projected targets for the years 1972 and 1973 in the areas of Codes and Code Enforcement, Planning and Programming, Housing and Relocation, and Citizen Involvement.

The time period covered by the currently certified program has been a dynamic one marked by change from a low to high level of building activity and construction and by significant changes in HUD-assisted programs. During the past two years, San Francisco, as other major cities, has also experienced delays, uncertainties and insufficient funding of HUD-assisted programs. The Workable Program by its very nature and as affected directly by Federal legislation and funding cannot be viewed as a static program.

San Francisco, together with cities across the country, must rely on effective administration and adequate funding of HUD programs to provide the support which is essential to meet the targets set forth in a community's Workable Program.



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## I. CODES AND CODE ENFORCEMENT





1. SCHEDULE OF CODES ADOPTED BY THE COMMUNITY

CODE ADOPTED	TYPE OF CODE MODEL OR LOCAL	TITLE AND DATE OF LATEST EDITION OF MODEL CODE ADOPTED	DATE OF LATEST ANNUAL SUPPLEMENT MODEL CODE ADOPTED
Housing <sup>1</sup>	X	SF Housing Code Adopted March 1969	
Building <sup>2</sup>	X	SF Building Code Adopted March 1969	
Plumbing <sup>3</sup>	X	SF Plumbing Code Adopted May 1955	
Electrical	X	SF Electrical Code Adopted Oct. 1970	
Fire <sup>4</sup>	X	SF Fire Code Adopted Feb. 1965	

1 - In 1970, several Housing Code amendments were adopted, changing fees, exit corridor and heat requirements.

2 - In 1970, five Building Code amendments were adopted. Triennial review is underway.

3 - In November, 1971, the new Plumbing Code was scheduled for public hearings before the Board of Supervisors.

4 - Revision of Fire Code is underway.

2. PROCEDURE ESTABLISHED FOR PERIODIC REVIEW, EVALUATION AND UPDATING OF THE ADOPTED CODES AND ORDINANCES.

A. Code Review Procedure:

(1) The Building and Electrical Codes provide for mandatory review every three years; interim changes as required.

(2) The Housing Code is reviewed concurrently with the Building Code.

(3) The Plumbing Code will provide for mandatory review every three years following changes in the related model code, with interim changes as necessary.

B. San Francisco's Method for Continual Code Study:

(1) Code change proposals are obtained from several sources such as recommendations by inspectors, observations of the Assistant Superintendent and Superintendent of Building Inspection and written requests of many private groups.

(2) Under the Building Code, Section 202.A, the Superintendent is required to make recommendations for a code change for the Building Code every three years. In order that he may

## CODES AND CODE ENFORCEMENT

proceed in an orderly manner and so that legislation will not become intermeshed between the various years' recommendations, the following schedule has been adopted:

- a. Deadline for proposed code changes for the Building Code is November 1st of each year.
- b. Immediately after deadline, the Superintendent begins review of proposed changes to determine whether they meet the established level of safety. If the proposal meets the standards of safety, a draft of code amendments is prepared. If, in the judgment of the Superintendent, the proposals would weaken the code below acceptable standards, the person or group which presented the proposal is so advised and informed of his right to appeal to the Board of Supervisors. All proposals are carefully considered and written replies are sent to those who made the proposal.
- c. Drafts of proposed changes are first discussed with applicable members of the staff of the Bureau of Building Inspection such as Chief Building Inspectors, Engineers and Senior Plan Checkers, and Fire Inspectors assigned to the Bureau.
- d. Based upon these discussions (c), a second draft is prepared which is sent to the Fire Department, Health Department (as applicable), or other City departments for review and comment.
- e. Meetings are held with each department to reconcile conflicting views.
- f. Copies of the second draft are also sent to various interested individuals and organizations (approx. 100) together with a cover letter.
- g. Sixty days are allowed for review and comment (90 days if needed). All comments are reviewed and each respondent is notified of the action taken on each proposal.
- h. All comments received by the Bureau of Building Inspection are sent to the Building Codes Committee of the San Francisco Chamber of Commerce. The Building Code Committee Chairman appoints a subcommittee to review the unresolved requests and comments. The Committee endeavors to evaluate the proposed code changes and formulates a position acceptable to representatives of building users and construction industry. The Committee generally has one or more architects, one or more engineers, and representatives of the construction industry as members.



## CODES AND CODE ENFORCEMENT

- i. Upon determination of industry's position, the Chamber Subcommittee meets with the Superintendent to resolve differences, if any.
  - j. The Superintendent writes all organizations which have criticized the proposed change and informs them of the decision concerning their disagreement and the reason therefor.
  - k. A revised draft is sent to all persons or groups on the mailing list incorporating those changes made since the first draft. A 45-day period is allowed for further comment by organizations and industries. The same procedure may be used for one or more revisions, or until all comments have been heard.
  - l. Upon receipt of final comments of the latest draft (paragraph k. above), those changes thought desirable are made and the Superintendent recommends to the Director of Public Works that the draft be submitted to the Board of Supervisors. All persons or organizations on the mailing list are sent copies of the final draft.
- (3) The above procedure offers participation of interested groups in code change deliberations, and maximum opportunity to reconcile different views. Although this procedure is very time-consuming, it does provide the Board of Supervisors with proposed changes which contain few remaining points of conflict or oppositions.

Procedures for changing other codes follow approximately the same course as described above.

The Building Code Mailing List includes the following: Construction Specifications Institute, Producer's Council, San Francisco Planning and Urban Renewal Association, American Institute of Architects, Structural Engineers Association of Northern California, Associated Sub-Contractors of Northern California, Building Industry Conference Board, Associated General Contractors of America, Inc., Home Improvement Council, Associated Homebuilders, Inc., Apartment House Association Consolidated, San Francisco Chamber of Commerce, San Francisco Real Estate Board, Apartment House Industry of San Francisco, San Francisco Hotel Association, Inc., Gypsum Association, Daily Pacific Builder, Metal Lath Manufacturers Association, Drywall Contract Administrative Trust, American Society of Civil Engineers, American Institute of Steel Construction, Clay, Brick and Tile Association, Plastering Industry Promotion Bureau, Inc., American Iron and Steel Institute, Portland Cement Association, Underwriters' Laboratories, Concrete Masonry Association, National Forest Products Association, American Plywood Association, Construction Specification Institute, Building Owners and Managers Association, Society of Plastics Industry, Consulting Engineers Association of California, Prestressed Concrete Institute, American Institute of Timber Construction, National Board of Fire Underwriters, National Fire Protection Association, Vermiculite Institute, San Francisco United, Code Enforcement Subcommittee of the San Francisco

## CODES AND CODE ENFORCEMENT

Inter-Agency Committee on Urban Renewal, including City Attorney, Department of City Planning, Fire and Public Health, City Architect, U.S. Department of Housing and Urban Development, Codes and Rehabilitation Branch, Region VI, and others.

### 3. MAJOR DEVIATIONS FROM MODEL CODES:

Building Code - Provides for greater degree of fire protection in high-rise structures; lesser requirements for 1 - 2 family dwellings (e.g., no requirement for 1-hour separation between garage and dwelling unit). Permits 4-story, Type 5, buildings for apartments and hotels with compensating fire resistive requirements.

Housing Code - Provides for reasonable levels of acceptance of existing non-conforming facilities, provided they were at one time legal (e.g., window size, ceiling height); permits sprinklering of stairs and corridors or smoke barriers in lieu of fire resistive stairway enclosures.

Electrical Code - Metallic sheathed cable or flexible metal sheathed cables not permitted due to hazard present in installation and the resulting hazard in high density areas. This policy was reaffirmed by the San Francisco Board of Supervisors in November, 1970; however, an amendment to permit its use has been submitted by one Supervisor and the matter will be reconsidered in November, 1971.

Plumbing Code - Use of plastic pipe and fittings for drain, waste or venting is not prohibited; however, the plastic pipe manufacturers have not submitted performance data despite repeated requests for such information. Once this has been done, plastic pipe can be permitted under the provisions of the proposed new Plumbing Code which will be up for adoption in November, 1971.

In August, 1971, the Director of Public Works requested the Department of Housing and Urban Development (HUD) to grant a waiver from the National Model Codes for Electrical and Plumbing Codes for the deviations specified above. In October, 1971, HUD refused to grant the waiver.

### 4. LONGER RANGE PLANS AND OBJECTIVES FOR USING HOUSING, BUILDING AND RELATED CODE ENFORCEMENT TO HELP ELIMINATE AND PREVENT THE FORMATION AND SPREAD OF SLUMS AND BLIGHT.

#### A. Department of Public Works' Policies:

The Bureau of Building Inspection (BBI), under the Director of Public Works, has a major responsibility for control of residential quality of both new and existing units and its policies have significant effect on the San Francisco housing market.

The primary tool of the Bureau is the Codes, a set of minimum standards enforced by field inspectors. The Building Code primarily affects new construction while the Housing Code is used to maintain quality of existing units. Two methods of policy decision-making are open to the Bureau - Code revisions and enforcement procedures. Both are presently being altered, with varying degrees of significance for the housing inventory.

- (1) Code Revision: Building, Electrical and Housing Codes have been completely revised recently. The Plumbing Code has been sent to the Board of Supervisors for public hearings. The



Bureau has always maintained a policy of trying to incorporate new construction methods and materials into the Codes, as soon as feasible. The cost of construction in San Francisco and the shortage of housing units for low-income people have created pressure for the Bureau to alter Code standards to enable less expensive construction. While small savings may be obtained by Code alteration, substantial savings could occur only at the risk of reduced present standards of safety.

- (2) Enforcement Procedures: The other policy-making mechanism available to the Bureau is the inspection and enforcement procedure. Four methods are used, and two are undergoing change with important implications for citywide housing.
- a. The Abatement Program: The Abatement Program will continue to function in its present manner. Any structure in the City may be inspected if a complaint is received or if an inspector notices a violation. If the inspector fails to get compliance, the case is referred for commencement of abatement proceedings. The Abatement section is also the eventual repository for the left-over cases from any other enforcement programs.
  - b. District Inspection: District inspectors check all new construction, alterations or additions for which a permit is issued by the Central Permit Bureau. Enforcement policies remain the same even though specific requirements will change as the codes are revised. Any substandard buildings found in the inspector's district are reported to either DAHI or the Abatement section.
  - c. Apartment House and Hotel Inspection: The Division of Apartment House and Hotel Inspection (DAHI) is responsible for an annual inspection to issue the occupancy permit required for all hotels and all residential buildings with three or more units. Since more than two-thirds of the dwelling units in the City are included in jurisdiction of this division, any change in DAHI policy can have significant impact on the Citywide housing inventory.

Enforcement policy has been altered recently, in response to problems involved in the annual recertification by the U.S. Department of Housing and Urban Development of San Francisco's Workable Program. Because HUD officials thought DAHI enforcement was too random, DAHI set up a deficiency point system to rate structures according to number and severity of code violations. During 1968, DAHI staff members rated all of the approximately 17,000 buildings under their jurisdiction. Beginning in 1969, the staff has enforced the codes on the "1,000 worst buildings first" basis.

In eight to ten years, this systematic Citywide enforcement program should bring all hotels and apartment houses into compliance with the Code. Because the buildings which have

## CODES AND CODE ENFORCEMENT

been selected for the initial inspections and enforcement were the "worst buildings", it is anticipated that fewer displacements will result in the next certification period.

At present time deficiency point weights are being revised to emphasize specific life safety hazards rather than general building characteristics.

It is too soon to assess, with any degree of accuracy, the long term implication of the 10-year code enforcement program on the San Francisco housing stock. It is evident, however, that in high rent or low vacancy situations concentrated code enforcement will have to be applied judiciously.

- d. Concentrated Code Enforcement: In addition to the abatement program, the Property Conservation Division (PCD) of BBI has responsibility for operating Federally Assisted Code Enforcement (FACE) projects. This program is based on concentrated code enforcement, which is the inspection and compliance of every structure within a certain boundary in a given period of time. The operating policies and selection criteria for each program have been altered during the past year, and those alterations are important for Citywide housing.

The conservation program was created in 1959 to bring selected older sections of the City up to minimum code standards and to encourage investment in remodeling or extensive rehabilitation. Because neither financial aids nor public improvements were available, criteria were set which would provide maximum property improvement with minimum need for either displacement or condemnation and demolition procedures. The last of the designated conservation areas was completed in 1970. Although the program has been successful, it is the Board of Supervisors' policy that no additional conservation areas should be designated unless there is loan or grant assistance available.

Federally Assisted Code Enforcement (FACE) was begun in four San Francisco neighborhoods in 1967 and 95% completed in October, 1970. An amendatory application to extend the program into three additional areas was approved in 1969 by HUD. Applications for two new FACE areas were submitted to HUD in January, 1971. FACE is a combination of Section 312 low-interest loans, Section 115 low-income rehabilitation grants and Section 117 grants for concentrated code enforcement activities. Three of the first four projects were originally conservation districts; all four met the criteria originally established for successful conservation areas. The program in the first four areas was both popular and successful. Many citizen groups have requested the FACE program for their neighborhoods.

## CODES AND CODE ENFORCEMENT

Three years ago policy for location of both initial and subsequent FACE projects was altered. Earlier policy was that concentrated code enforcement programs, both FACE and conservation, should be scattered around the City as long as the designated areas met the agreed upon criteria. This policy was based on the belief that unpredictable project initiation might make property owners hesitate to put in illegal apartments or make alterations without a permit; actions which might be penalized during a concentrated inspection and enforcement program. This approach has been substantially changed in favor of gradual expansion from an initial project into the surrounding neighborhoods. Via this approach, property owners can see the significant improvements in nearby structures and become accustomed to the idea of code enforcement. Public Improvements, required as the City's 1/3 share of contiguous projects, and the combination of public and private investments, result in visible neighborhood improvements and a stabilizing effect on adjacent areas.

### B. Fire Department

Bureau of Fire Prevention: Citywide inspection of public assembly, schools, institutions, etc., as well as maintenance inspection for all buildings. This inspection is done on a continuing basis and results in the maintenance of safety in public or private buildings.

### C. Public Health Department

Bureau of Environmental Health: Citywide inspection of food establishments, laundries, insanitary premises. The latter category has been especially troublesome with the increased transient population; particularly in the "hippie" community. The long range implications of this enforcement on rents and number of dwelling units created or demolished has not been estimated.

## 5. PLAN OF ACTION DURING THE NEXT PERIOD FOR EFFECTIVELY DEALING WITH AREAS AND/OR TYPES OF UNITS HAVING HIGH PRIORITY NEED FOR CODE ENFORCEMENT, INCLUDING BOTH PROGRAMS TO STOP BLIGHT IN SOUND BUT DETERIORATING AREAS AND PROGRAMS TO DEAL WITH SERIOUS THREATS TO HEALTH AND SAFETY IN SLUM AREAS.

### A. During the next period, from Jan. 1, 1972 through Dec. 31, 1973, the following plan of action for code enforcement will be carried out:

- (1) The three (3) remaining existing Federally Assisted Code Enforcement (FACE) areas will be completed - 1,600 buildings and 5,000 units; i.e., 95% of the buildings will be rehabilitated, demolished or in abatement.
- (2) Work in two (2) new FACE areas should begin in mid-1972.
- (3) Planning with local residents and property owners, City agencies and HUD will be carried out to identify and designate additional FACE areas in accordance with the City's Plan for Residence. See Section II (Planning and Programming).



## CODES AND CODE ENFORCEMENT

- (4) Complete inspections will be made in 2,000 apartment and hotel buildings containing 20,000 units, taking the most unsafe first.
- (5) Budget and staff should continue to be allocated at approximately the same or slightly increased levels for the current period as shown in item (7) of this section.
- (6) Abatement action will be started, leading to possible condemnation by the Director of Public Works and possible referral to the City Attorney for court hearing involving 600 apartment houses and hotel buildings and about 500 one- and two-family dwellings and non-residential buildings.
- (7) Surveillance will continue in renewal projects pending clearance or rehabilitation to eliminate the most serious hazards to health and safety.
- (8) Surveillance by district inspectors in all non-project areas of the City.
- (9) Basis for the selection of areas and program strategies:
  - a. Systematic Code Enforcement. Apartment houses and hotels have been rated according to the number and type of deficiencies found. The number one priority buildings were scheduled for inspection and compliance in the first and second years. The priority schedule will be continued until all of an estimated 8,000 buildings are brought into compliance.
  - b. FACE Program. FACE areas are selected jointly by the Departments of City Planning and Public Works. A more complete presentation of recommended FACE areas is contained in the Plan for Residence. The Plan and its program for implementation was adopted by the Planning Commission in July, 1971.

Each year, a re-examination of areas, treatment and priority is necessary because of changing conditions. After initial determination is made to designate a FACE area, residents and property owners of the area are consulted. In borderline situations, where it is difficult to predict the impact of the FACE program upon owners and tenants, it has been necessary to do a feasibility study on a sample basis in the proposed area. This was done for Bernal Heights and Alamo Square FACE areas.

6. COMPARISON OF SCOPE OF PLANS BETWEEN 1971-73 AND 1969-71

1971-73

FACE: The 1969-71 goal was based upon the assumption that San Francisco would receive additional Federal code enforcement grant funds which would have permitted increasing staffing and supervision and, therefore, production. Funds were applied for in May, 1970; however, only about half the funds were received in May, 1971, thus preventing a full implementation of the FACE program. Additional Federal funds have been requested to complete the current program on June 30, 1973, at which time the remaining 1460 buildings will be removed from the workload. In addition, between July 1, 1972, and Dec. 31, 1973, 90% of the 2700 buildings in Upper Ashbury and Inner Richmond should be inspected and 10% (270) of these buildings should be out of the workload. It is anticipated that a total of 1730 buildings will be brought into code compliance in 1971-73.

FACE: Two new areas have been sent to HUD. Work should start in mid-1973. Both areas are contiguous to existing FACE areas.

FACE: One of the two new areas selected is borderline in that it is more deteriorated, has higher compliance cost, and includes more low income and minority residents.

Systematic: Each year the next 1000 buildings worst-rated will be inspected. All substandard buildings will have been inspected and compliance initiated by 1976.

Parapets: Begin Citywide inspection of buildings, retroactively ordering correction of unsafe conditions. (Program not funded for 1971-72. A supplemental appropriation submitted August, 1971, will be funded in part from emergency employment funds. The program appears likely to commence about January, 1972.

1969-71

FACE: Production increased to 1500 buildings per year for a total of 3000 buildings. At this rate, with present staff, it will take 15 years to correct 25,000 buildings in potential FACE areas as described in the Community Renewal Program.

FACE: Expansion of existing areas to increase impact on larger area: Three new areas, one contiguous to an old FACE area.

FACE: New areas selected are borderline in that they are more deteriorated, have higher compliance cost, and include more low income and minority residents.

Systematic: 1000 buildings worst-rated will be inspected each year. All buildings will be brought into compliance in eight years.

Parapets: Begin Citywide inspection of buildings, retroactively ordering correction of unsafe conditions. (Program not funded for 1969-70.)

## CODES AND CODE ENFORCEMENT

Abatement Program: Continued improvement in action of the City Attorney to terminate litigation. Additional staff may be required to handle systematic enforcement program caseload.

Complaint Program: Assign complaint cases on a geographical basis.

District: Continue training to improve quality of inspections

District: Written policy requiring inspectors to follow a specific procedure in covering their districts.



7. BUDGET AND STAFF RESOURCES PREVIOUSLY EXPENDED, ALLOCATED THROUGH FISCAL YEAR 1972, AND PROJECTIONS THROUGH FISCAL YEAR 1973 TO CARRY OUT THE ENFORCEMENT PROGRAM DESCRIBED IN 4 ABOVE, INCLUDING INFORMATION WITH RESPECT TO THE ENFORCEMENT OF BUILDING AND RELATED CODES, AS WELL AS TO HOUSING CODES.

TABLE 1: SAN FRANCISCO CODE ENFORCEMENT STAFF (ALLOCATION FOR FISCAL YEARS 1966-67 THROUGH 1971-72)

LINE	ACTIVITY	1966-67		1967-68		1968-69		1969-70		1970-71		1971-72	
		TOTAL STAFF	* FIELD STAFF										
1	Building Inspection	43	32	43	32	43	31	43	31	43	32	42	31
2	Plumbing	11	10	11	10	11	10	11	10	9	8	9	8
3	Electrical	21	18	21	19	21	19	21	19	21	19	21	19
4	Abatement	6	4	5	3	12	8	12	8	15	10	15	10
5	Department of Public Health	74	50	55	33	56	33	56	33	56	44	70	55
6	Fire	32	20	32	20	32	0	32	0	** 32	0	** 32	0
7	3-R	4	0	4	0	3	0	3	0	3	0	3	0
8	DAHI	-	-	16	14	16	14	16	14	15	13	15	13
9	SF Redevelopment Agency	-	-	4	3	5	4	5	4	4	3	4	3
10	FACE	-	-	35	23	36	27	36	27	44	30	50	36
11	TOTAL	191	134	226	157	235	146	235	146	242	159	261	175

\* Personnel (out of total staff) in field over 25% of their time.

\*\* Bureau of Fire Prevention - For enforcement of Title 19 of State Health & Safety Code.

Three Fire Inspectors assigned to Bureau of Building Inspection.

NOTE: Activities in Line Items 1, 2, 3, 4, 7, 8, 9, and 10 are under Department of Public Works (DPW).

7. BUDGET AND STAFF RESOURCES ... (cont'd.)

TABLE 2: SAN FRANCISCO CODE ENFORCEMENT EXPENDITURES AND BUDGET FOR FISCAL YEAR 1972

LINE	ACTIVITY	F I S C A L   Y E A R S					
		EXPENDITURES					BUDGET
		1966-67*	1967-68	1968-69	1969-70	1970-71	1971-72
1	Department of Public Health	\$ 825,048	\$ 653,283	\$ 707,389	\$ 727,126	\$ 753,967	\$ 831,863
2	Department of Public Works	1,249,846	1,508,331	1,675,806	1,712,012	1,806,649	2,267,863
3	Fire Department	327,804	368,244	413,498	461,508	473,980	510,795
4	Total (1+2+3)	\$2,402,698	\$2,529,858	\$2,796,693	\$2,900,646	\$3,034,596	\$3,610,521
5	Federally** Assisted Projects	- 84,094	- 88,545	- 37,779	- 35,872	- 37,666	- 24,709
6	Total (4-5)	\$2,318,604	\$2,441,313	\$2,758,914	\$2,864,774	\$2,996,930	\$3,585,812
7	FACE (DPW)	- 84,665	-139,725	-150,294	-160,375	-215,814	-192,228
8	Total*** (6-7)	\$2,233,939	\$2,301,588	\$2,608,620	\$2,704,399	\$2,781,116	\$3,393,584

\* July, 1966 - June, 1967 (example - same for other periods shown)

\*\* Excluded expenditures in Federally Assisted Code Enforcement and Urban Renewal projects based upon actual field inspection time recorded in months of June and November, except the figure (-\$24,709) in column headed 1971-72 is an estimate. The recorded field inspection time encompasses the Fire Department (Fire Prevention), Health Department (Environmental Health) and Public Works (Building Inspection).

\*\*\* 2 Year Average: \$2,129,585 (For two fiscal years prior to FACE; i.e., fiscal years 1965 and 1966).

7. Budget and Staff Resources ... (cont'd)

NOTE: Fiscal years 1973 and 1974 included in the next period (calendar years 1972 and 1973) are not shown on the preceding tables because data cannot be anticipated prior to action of the Mayor, the Board of Supervisors, and the flow of income from permit fees.

The Charter requires code enforcement services to be self-supporting. Therefore, the staff for Lines 1, 2, 3, 5, 7, 8, and 9 of Table 1 and the budget for Lines 1 and 2 of Table 2 are dependent on the income derived from permit fees. Other activities are financed out of ad valorem taxes. As an example, plumbing code activities are paid from plumbing permit fees. If construction in the City of San Francisco is down, fees are reduced; therefore, staff must be reduced. On the other hand, staff increases will occur in FACE if HUD approves new code enforcement grant applications now under HUD's review.



# 8. ENFORCEMENT DATA

This report covers period from July, 1969, through December, 1971 (FY's 70, 71 and first half of FY 72)

LINE	CODE	PERMITS ISSUED	INSPECTIONS	TOTAL INSPECTED		VIOLATIONS				RAZED/ DEMOLISHED	
				Struc- tures	Dwell Unit	Found In		Abated*		Struc- tures	Dwell Unit
1	HOUSING	Abatement	13,125	1,382	NR	1,382	NR	879	NR	196	NR
2		FACE	33,076	1,590	4,531	1,556	4,421	1,200	2,524	34	48
3		DAHI	22,888	17,441	NR	4,690	NR	3,062	NR	188	3,065
4	Building	28,096	105,791	NR	NR	6,159	NR	6,159	NR	1,130	NR
5	Plumbing	26,923	72,132	16,692	NR	3,674	NR	2,825	NR	NR	NR
6	Electrical	28,382	86,479	28,075	NR	6,856	NR	6,856	NR	NR	NR
7	Fire	1,236	56,363	26,232	13,826	22,262	NR	22,262	NR	1,196	NR
8	Health	0	65,891	25,388	NR	25,388	NR	25,388	NR	0	0

NR - Not recorded

\* Includes structures rehabilitated and razed.

NOTE: Figures above are based on actual figures from July 1, 1969 to September 30, 1971, and projected figures for period October 1, 1971 to December 31, 1971.

## II. PLANNING AND PROGRAMMING





REQUIREMENT: The development of an effective, continuing planning and programming process which engages in the development of comprehensive plans and translates such plans into action programs to help overcome the major physical, social, racial and economic problems of the slum and blighted areas within the community.

1. STATUS OF SAN FRANCISCO'S COMPREHENSIVE PLAN

A. Planning and Programming in San Francisco

The previous Workable Program for San Francisco outlined in some detail the process of planning and programming adopted by the Department of City Planning. As a result, during the Workable Program period, a number of administrative and procedural changes were made to strengthen the City's planning and programming functions. As previously described, the Department's approach divides the planning-programming process into five major components: 1) Objectives and Policies; 2) Improvement Plans and Analysis; 3) Development Strategy; 4) Area Planning; and 5) Development Programming.

This functional and organizational division of planning-programming responsibilities emphasizes a more effective relationship between statements of development policy and the public and private actions which together bring about change in the City. The process begins with the definition of a series of objectives and policies for the City as a whole and for the various elements of planning concern - residence, recreation and open space, transportation, urban design, economic development and employment, education and community services. The second level in the planning-development process involves the preparation of improvement plans which translate longer-range objectives, policies and plans into shorter-term programs, sites and targets. These are carefully developed with the cooperation of the various agencies responsible for carrying out City policies and programs. At this stage, information and data analysis are carried out as a basis of preparing and updating improvement plans.

Development strategy refers to the process of assigning priorities and allocating resources among competing needs, based on the objectives, policies and improvement plans developed at preceding stages. Here emphasis is placed on improving the City's capacity to evaluate programs and to determine where programs should be focused to be made more effective.

As planning moves from a policy to development programming phase, the scheduling of improvements necessarily becomes more and more specific. The focus of attention therefore shifts from the total City to specific areas within the City. It is at this level that area planning plays a critical role. The interest, needs and objectives of neighborhoods and communities throughout the City must be balanced with Citywide interests, needs and objectives. As noted in the last Workable Program, the Department of City Planning works with neighborhood residents at three varying levels of involvement. Area liaison is used largely to improve the flow

## PLANNING AND PROGRAMMING

of communication between the Department and a community regarding community activities, attitudes and proposals for change. Staff members are assigned on a part-time basis to attend meetings, maintain contact, and provide information relating to planning and programming activities affecting the area. Area Study represents a deeper involvement of Department staff for the purpose of outlining in detail immediate and long-term issues in the community and proposing alternative actions to deal with these issues. At the third level, Area Planning, a full-time commitment of Department staff and resources is made to prepare a plan for an area and detailed recommendations for improvements.

The last stage in the planning-development process as it is applied in San Francisco is the scheduling of specific projects and guiding of improvement actions in the public and private sectors of development. In the Development Programming phase, policies, improvement plans, strategy and area planning recommendations are brought together and decisions are made with respect to implementation of recommendations. Within the Department of City Planning, the most important activities relating to Development Programming are the Capital Improvement Program, the City Planning Code (zoning), Legislative referrals, Program Budgeting, Urban Renewal, and Special Development Opportunities.

A substantial period of time will be required to make the process described here an effective tool in municipal planning and programming. In the last two years the Department of City Planning has concentrated on fulfilling the initial step of the process, the preparation of basic objectives and policies as part of the City's Master Plan. In the forthcoming Workable Program period additional time will be taken to complete the Master Plan work, and to improve methods for linking planning and the allocation of the City's resources.

### B. Comprehensive Plan Revision

The Department of City Planning is revising the existing Master Plan on an incremental basis. Objectives, policies and improvement plans will be prepared for each element of the comprehensive plan for San Francisco. As one element is completed and staff becomes available, work begins on another element. In this manner, the comprehensive plan for San Francisco is continually revised and updated. Selection of the various elements of the Plan for Revision are determined on the basis of their current relevance in view of changing conditions, trends and City issues.

While various elements of the City's comprehensive plan are revised, the existing Master Plan remains in effect as the basis for decision making in matters of planning policy. The City Planning Commission first adopted the Master Plan in 1945. This plan dealt with land use, transportation and utilities, and redevelopment of blighted areas. Since that time, the Plan has been frequently revised and broadened to include: The Citywide Land Use Plan; the Citywide Urban Renewal Plan; the Trafficways Plan; the Civic Center Development Plan; and location plans for parking, firehouses,



district health centers, libraries, park and recreation areas, and small craft harbors.

Numerous other studies have been made to implement the Master Plan and to provide guidelines for questions of planning and development policy. Over the years these studies supplemented the existing Master Plan. The Department's current effort in revising the Master Plan applies a more comprehensive approach and deals with a broader range of policies and programs than the existing document. Moreover, a more flexible format has been devised, allowing for more frequent revision and continuity in organization. While only basic planning objectives and policies are expected to be incorporated into the City's official Master Plan, reports completed for each element include specific program recommendations for plan implementation. The participation of citizens, private organizations and community groups has been an essential ingredient in this important planning program. In sum, the Department's approach to comprehensive plan revision is an attempt to make planning in San Francisco more functional in developing local governmental policies, more relevant to the issues facing the City and more responsive to the views of San Francisco residents.

C. Current Status of the Comprehensive Plan

Since submission of the 1969-71 Workable Program, the Department of City Planning has concentrated on adding and revising five important elements of the comprehensive plan. In response to new Federal and State requirements and in recognition of the need to establish a comprehensive policy and program for dealing with the City's housing needs, the first element to be prepared was the Improvement Plan for Residence, containing basic objectives, policies and program recommendations. The report was published in June, 1970, as a proposal for citizen review. From June through January, the Department's staff worked with various community groups to revise the report to better reflect citizens' views. In February, 1971, a revised version of the Improvement Plan for Residence, incorporating changes as a result of citizens' comments, was presented to the City Planning Commission for adoption as part of the City's comprehensive plan. Further public hearings were held on the revised edition and additional changes were made. On April 8, 1971, the Plan for Residence (objectives and policies) was adopted by resolution of the City Planning Commission and thereby officially became a part of the Master Plan.

In addition to the objectives and policies adopted by the City Planning Commission in the Plan for Residence, a separate report of Housing Programs which included recommendations and targets for carrying out the residence plan was published in May, 1971. And in June, 1971, the City Planning Commission, by resolution, approved the basic intent and approach of the programs contained in the report and authorized the Director of City Planning to forward these program recommendations to the Board of Supervisors and other relevant public bodies for their consideration.

## PLANNING AND PROGRAMMING

The Department's recently completed Urban Design Project is another major contributor to the revision of the comprehensive plan. The Urban Design Plan, published in May, 1971, was prepared over a two-year period, and was formulated with the assistance of a citizens' Urban Design Advisory Committee. In the process of preparing the Urban Design Plan, a series of eight preliminary reports were issued by the Department in addition to several other special reports prepared by the consultants for the project. The final report contains three major sections: 1) an Introduction and Background, describing the need for urban design policies and guidelines and the issues to which the plan is addressed; 2) the Plan itself, proposed for adoption by the Commission after public hearings and necessary revisions are completed; and 3) proposals for implementation, outlining many of the methods by which the Urban Design Plan may be put into effect.

The Department held three public hearings on the Urban Design Plan in addition to a great number of meetings with various organizations and citizens groups to present and discuss the Plan. In August, 1971, the Urban Design Plan was officially adopted by the City Planning Commission as a part of the City's Master Plan. The Department is now currently engaged in developing the necessary Planning Code amendments to implement the Plan.

Transportation is the third element of the San Francisco Comprehensive Plan currently under revision. In February of 1971, the Department issued a background study entitled, Transportation: Conditions, Problems and Issues. The report consolidates available data on transportation trends and problems in San Francisco, as well as analyzes and discusses issues involved in transportation planning. Based on this report, the Department published the Improvement Plan for Transportation proposing basic objectives, policies and an extensive set of recommendations for implementing this element of the Comprehensive Plan. The Transportation Plan was presented as a proposal for citizen review. The Department staff is now working with a variety of citizens and organizations to make any necessary modifications to recommendations prior to submission to the City Planning Commission for consideration and action.

The Improvement Plan for Recreation and Open Space is the fourth comprehensive plan element scheduled for completion this year. Similar to other elements, the Improvement Plan for Recreation will contain Objectives and Policies and Recommended Programs for carrying out the Plan policies. The proposed plan is expected to be published in late 1971 for citizen review and modification prior to Planning Commission consideration and adoption.

Staff work has been initiated in other areas of the comprehensive plan, particularly in public services, such as police, fire and libraries. Education, health care, economic development and employment are other major areas for which substantial background and staff effort will be required in order to complete necessary



revisions to the comprehensive plan. A work program for these activities is currently under consideration. Scheduling additional projects for the comprehensive plan will depend upon several factors, including staff availability, financial resources for essential data analysis and the participation of relevant public agencies.

D. Status of San Francisco Zoning Ordinance

In 1960, a new City Planning Code (zoning ordinance) became effective, including both ordinance text and reclassification of property throughout the City to meet current needs. Since 1960, the Department of City Planning has undertaken a series of major zoning studies which have resulted in revision of standards for medium density apartment (R-3) districts, addition of height limits for extensive areas in the northern part of the City and the Ocean Beach area, rezoning of the entire downtown area, revision of definitions, procedures and a variety of other provisions, addition of comprehensive regulations for signs, standards for signs along Market Street in the downtown area, rezoning to suit the needs of the Northern Waterfront Plan, and procedures for historic preservation.

Significant revisions now under way concern rezoning to suit the needs of the South Bayshore Plan, and the establishment of city-wide height and bulk control districts consistent with the recently adopted Urban Design Plan. The Department will continue to conduct revision studies as the need arises on a continuing basis.

2, 3 & 4. STUDIES OF MAJOR PHYSICAL, SOCIAL, RACIAL AND ECONOMIC PROBLEMS

This section includes a discussion of planning programs and projects completed since the last submission as well as those now underway or contemplated for the next fiscal year. Studies and work projects are grouped according to the organizational and functional divisions of the planning-programming process summarized in the preceding pages.

STUDIES COMPLETED 1969-71

A. Comprehensive Planning

- (1) Improvement Plan for Residence - see project under Current Status of Comprehensive Plan, page II-3.
- (2) Improvement Plan for Transportation - see description above, page II-4.
- (3) Urban Design Project - see description, page II-4.
- (4) Changes in the Housing Inventory - During the past two years, the Department of City Planning published its fourth and fifth annual reports describing changes in the housing inventory. The report for 1970 contains not only an analysis of Department of Public



Works' records of units added and removed from the City's stock of housing, but further describes progress toward targets set forth in the Improvement Plan for Residence. Because the report monitors both public and private housing construction, it remains one of the most important sources of information the City has for making decisions affecting the housing supply in San Francisco.

- (5) Survey of Housing - In December, 1969, the Department published the results of a special housing survey. The survey included up-to-date information on conditions, rents and prices, vacancy rates and housing characteristics. In addition, information was obtained regarding residents' attitudes toward their neighborhood. The Survey of Housing, when combined with the information provided by the Department's annual housing inventory report, greatly aided the staff in the formulation of policies and programs proposed and adopted in the Improvement Plan for Residence, as well as providing an important source of information to other public and private agencies and officials concerned with housing in San Francisco.

#### B. Area Planning

- (1) Review of the 6th Army Master Plan for the Presidio of San Francisco - Following an evaluation of the staff of the Department of City Planning of development plans for the Presidio of San Francisco, the City Planning Commission adopted a policy resolution in January of 1970, requesting the Army to expand the scope of its existing Master Plan to include certain concerns of the public and the City. Specifically, the report of the Department recommended the Master Plan for the Presidio be expanded to include an evaluation of the Presidio as an open space and historic land resource and recognition of the interest of the general public in the use of Presidio lands. As a result of this report, a "memorandum of understanding" was agreed upon between the 6th Army and the City, designating the Director of City Planning as the official coordinator of Presidio planning matters of concern to the City of San Francisco.
- (2) Chinatown 701 Planning Project - In May, 1970, the Department of City Planning was awarded a \$75,000 planning grant for San Francisco's Chinatown. The project was directed toward meeting two urgent needs of the community, housing and recreation. To assist in the formulation of policy and program recommendations, two advisory committees were formed: a Citizens Advisory Committee, consisting of 19 members representing a variety of interest groups and organizations in the community; and a Technical Advisory Committee, including representatives of various public agencies directly or

indirectly responsible for providing housing and recreation opportunities in the City. Emphasis during the project was placed on development of community objectives and policy recommendations for housing and recreation; provision of up-to-date information concerning recreation and housing needs, including an inventory of existing facilities, programs, potential sites and financial resources; an analysis of population and housing trends based on the 1970 Census; and development of agreements between community representatives and public agencies responsible for program implementation.

- (3) Ocean Beach Improvement Plan: Great Highway Scenic Roadway - In response to the request of two community groups and a committee of the Board of Supervisors, a plan was prepared to carry out a policy designed primarily for scenic, pleasure driving and easy, safe and convenient access to the water for pedestrians. The plan includes a number of specific recommendations directed toward achieving the above policy as well as for increasing the recreational potential of the Great Highway. Final action by the City Planning Commission and the Board of Supervisors on implementation of this plan is expected by the end of 1971.

#### C. Development Programming

Jackson Square - This report was published by the Department of City Planning in June, 1971, in response to the request of the City Planning Commission to consider the designation of Jackson Square as a historic district under the City Planning Code. This request was made in recognition of the large number of existing landmarks in the area. The report includes a background analysis of the area's historical development and existing conditions, architectural features, feasibility of preservation, proposed boundaries, and recommendations for implementation.

#### STUDIES UNDERWAY AND/OR CONTEMPLATED 1972-73

##### A. Comprehensive Planning

- (1) Improvement Plan for Recreation - See preceding project description under Current Status of the Comprehensive Plan, page II-4.
- (2) Improvement Plan for Community Services - This project will be directed toward developing objectives and policies for the police, fire, health and library services. The Plan will be prepared with the cooperation of the operating agencies and will follow the format of other Master Plan elements.

- (3) Acquisition and distribution of 1970 Census Materials - A very important activity of the Department during 1971-72 is the acquisition and distribution of 1970 Census material as it becomes available. The Census is the primary source of information about the City and its residents for many public and private agencies. As such, the Department's role as the Census Key Agency for San Francisco is a vital responsibility.

Information from the 1970 Census is being released by the Census Bureau in increments. The Department purchased two sets of output from the First Count Summary Tape in March and has already been widely used by both the planning staff and numerous citizen groups and individuals seeking information about the City's population and housing. The Department has contracted to purchase other Census tapes as they become available; however, a request for funds to process the tapes was not approved in the adopted 1971-72 Budget. Other means of procuring funds for processing the tapes are now being sought. In the meantime, information from the Census remains available in raw data form.

- (4) Information Systems - It has long been recognized by the Department of City Planning that there exists a real need for a useful exchange of information between City Departments and for coordination with regional, State and Federal Agencies in informational matters. However, the possibility of such a system was remote until the acquisition of the present large-scale computing equipment by the City. The major product of the coming year will be a report by the Department of the process made in the achievement of a common information system, an assessment of the needs which must be met to make it operational, and the steps which various agencies have taken to prepare the system. In addition, the Department prepares a regular newsletter called Access which serves as a means of mutual interest.
- (5) Land Use Survey - This project is intended to update the Department's existing information as well as to provide a new information on the use of land in San Francisco. To date, the staff has completed necessary field surveys, editing and preparing data for electronic data processing. Work remaining to be done includes mapping and processing of the information. The lack of funds for computer processing is holding up the project and additional monies will be required to complete the project.

B. Area Planning

- (1) Haight-Ashbury Neighborhood Planning Study - In late 1970, the Department initiated a two-year planning project which will culminate in the preparation of an area development plan for the Haight-Ashbury community. The plan will focus



on six separate planning elements: transportation, housing, commerce, community facilities, the role of major institutions in the neighborhood, and urban design. An underlying principle of the project is that members of the community and other interested parties should be involved throughout the planning process.

Recently, a history of the Haight-Ashbury has been published by the Department and a public meeting was held to identify and discuss issues facing the community. Interim reports will be prepared as studies are completed for each of the elements noted above. These reports will summarize findings, discuss policy implications, and present alternative recommendations. Once the six interim reports have been completed, the principle recommendations from each will be incorporated into a final plan for review by the community. After necessary revision, the plan will be submitted to the Planning Commission for adoption into the City's comprehensive plan.

- (2) Area Liaison Projects - As previously noted in this and the last Workable Program submission, an important, ongoing responsibility of the Department is area liaison. The purpose of this activity is to improve the flow of communication between various neighborhoods and the Department and to resolve day-to-day planning issues. The staff members involved in liaison activities attend community meetings, maintain contact with people in the neighborhoods, and provide information to the citizens and the Department concerning community activities, problems, and proposals for change. At the present time, the Department has undertaken liaison activities in the following areas:

- a. South Bayshore
- b. Mission District
- c. Richmond District
- d. Sunset-Parkside
- e. Presidio
- f. Bernal Heights
- g. Downtown

In the South Bayshore and Mission areas, the Department is also providing special assistance to the Model Neighborhood Agencies.

### C. Development Programming

- (1) FACE Planning Assistance - A continuing responsibility of the Department is the provision of planning assistance to the Federally Assisted Code Enforcement Program. With the cooperation of the Department of Public Works and other City agencies, the staff works in both planning and implementation phases of the program. By 1972, it is expected that the FACE program will be underway or completed in 9 areas in the City. At the same time, the FACE staff will be undertaking feasibility studies and maintaining contact

with several other neighborhoods to determine the potential of the program in those areas.

- (2) Current Transportation Projects - During the 1972-73 Workable Program recertification period, the City Planning Department will continue to review, analyze, and report on all current transportation plans and proposals which affect the City and neighborhood areas. This includes proposals on public transportation, major street and highway improvements, parking garage plans, and regional transportation plans. Many of these proposals are referred to the staff by other City agencies or by the Board of Supervisors for a determination of their conformance to the comprehensive plan. In this regard, the Department's recently completed Improvement Plan for Transportation will provide up-to-date guidelines for the evaluation of all new proposals, and is an important means by which the Transportation Plan will be implemented.
- (3) Comprehensive Plan Implementation - This project will involve staff assistance in the preparation of necessary ordinances, code provisions, proposed legislation for carrying out newly adopted policies of the City's comprehensive plan. Program recommendations have thus far been prepared for completed elements including housing, transportation, urban design and recreation. Substantial staff assistance will be required to assure required governmental actions especially before the City's legislative body.
- (4) Special Area and Design Projects - On request, the Department has and will continue to provide special assistance to the Board of Supervisors, the Mayor's Office, and other City agencies in matters relating to the design and development of various special projects. This work most often involves developing locational and design criteria for public and private developments such as low-income housing or major, high-rise office buildings. In the past, the Department staff has also been requested to undertake special studies relating to the development of specific areas in the City; for example, Alcatraz and Forts Mason, Miley and Funston. With the recent revisions to the City's comprehensive plan and the completion of the Urban Design Plan, the Department's role in providing special assistance is likely to increase.
- (5) Capital Improvement Program - In close coordination with other City departments, the Department of City Planning develops annually a six-year capital improvement program for review and approval by the City Planning Commission. This document, submitted to the Board of Supervisors, the Mayor and other City agencies, provides the base from which the annual budgetary program for capital improvements is developed by the Capital Improvement

Advisory Committee and the five-year program for succeeding fiscal years.

- (6) Urban Beautification Program - Beginning in fiscal 1971-72, programs for urban beautification and open space were consolidated. The new program resulting from this consolidation is called "Legacy of Parks". It continues the objectives established previously under the two separate programs. As in the past, the Department of City Planning will develop the program in consultation with appropriate agencies and be responsible for preparing and filing the application for grant assistance under the Legacy of Parks program.
- (7) Service Stations Development Standards Study - This special development programming study is currently being conducted to provide the Department with standards and guidelines to evaluate the large number of service station proposals which are coming before the City Planning Commission. The purpose of the study is to recommend changes in the City Planning Code which will provide clear-cut criteria to resolve issues of service station location, operation and design. Study by the Department has revealed that virtually every city of any size has developed regulations for service stations in view of the effect these stations may have on the surrounding area. Upon completion of the study, recommendations will be forwarded to the City Planning Commission for incorporation into the City Planning Code.
- (8) Referrals - The Charter of the City and County of San Francisco requires the City Planning Commission to review a variety of actions by the Board of Supervisors and other City agencies. These include an evaluation of public works projects, public housing developments, redevelopment plans, and so forth. These proposals are reviewed for their conformity to the San Francisco Comprehensive Plan and the City Planning Code.



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5. & 6. MAJOR ACTION PROGRAMS UNDERTAKEN JULY 1, 1969 TO DECEMBER 31, 1971 AND PROGRAMS TO BE UNDERTAKEN OR COMPLETED DURING THE NEXT CERTIFICATION PERIOD (January 1, 1972 to December 31, 1973).

A. Redevelopment

Redevelopment project financing is on a project-by-project basis. Project financing for Federally Assisted redevelopment projects is available in HUD local offices.

(1) Diamond Heights Redevelopment Project

a. Past Period

- (1) Construction begun on the Diamond Heights High School.
- (2) Completion (estimated) of the 104-unit Vista del Monte moderate priced private housing.
- (3) Completion of 72 units of regular market housing.

b. Next Period

- (1) Completion of the 58-unit Diamond View Apartments moderate priced private housing.
- (2) Completion of the Diamond Heights High School.
- (3) Completion of approximately 800 units of regular market housing.
- (4) Completion of this project.

(2) Western Addition Redevelopment Project, A-1

a. Past Period

- (1) Completion of Saint Mary's Cathedral.
- (2) Completion of the 183-unit Western Park Apartments, moderate priced private housing for the elderly.

b. Next Period

- (1) Closeout of this project.

(3) Embarcadero/Lower Market Redevelopment Project (Golden Gateway)

a. Past Period

- (1) Completion of the 46-story Security Pacific Building.
- (2) Construction begun on an 840-room hotel.
- (3) Completion of the grand fountain and Embarcadero Plaza.
- (4) Construction of the shell of the Davis Street Station of the Bay Area Rapid Transit System to serve the project is about 95% completed.

b. Next Period

- (1) Completion of the hotel
- (2) Substantial completion of finish work in the Davis Street transit station.
- (3) Beginning of construction of additional residences and office buildings.

(4) Western Addition Redevelopment Project, A-2

a. Past Period

- (1) Construction by indigenous sponsors of 644 units of new low- and moderate-priced housing.
- (2) Construction of Nihonmachi (Japan Town) begun by Nihonmachi Corporation, an organization of residents, businessmen and property owners in the 4-block area. Construction completed includes the Toho Theater and the Hirose and Izumi commercial buildings.
- (3) Selection and designation of a developer for the Fillmore Center, a 7-block, \$40 million development to include:
  - Major shopping facilities
  - A black cultural and trade center
  - A hotel
  - A medical center
  - Recreational facilities
  - Housing for all income groups
- (4) Over one-fourth of the 2,567 housing units designated for retention-rehabilitation have been inspected and certified in standard condition.

b. Next Period

- (1) Begin \$7 million expansion of California Podiatry College.
- (2) Completion of most of 1,396 additional units of low- to moderate-income housing by indigenous sponsors.
- (3) Completion of most of 577 additional units of new, regular market rate housing.
- (4) Begin construction of Fillmore Center.
- (5) Begin construction of several small and medium-sized office buildings.
- (6) Begin construction of 5 churches.
- (7) Construction of additional commercial buildings and housing in Nihonmachi.
- (8) Construction of 6 mini-parks and the Buchanan Street mall.

(5) Yerba Buena Center Redevelopment Project

a. Past Period

- (1) Completion of the 276-unit Clementina Towers low-income public housing.
- (2) Completion of the 296-space expansion of the Fifth and Mission public parking garage.
- (3) Completion of the 11-story 55 Hawthorne Street office building.
- (4) Selection and designation of Schlesinger-Arcon/Pacific Corporation to develop the Central Blocks Complex which will contain, among other things:
  - A 350,000 sq. ft. exhibit hall
  - A 14,000 to 20,000-seat sports arena
  - An airlines terminal

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Garages for 4,000 cars  
Office buildings  
A 700-room hotel  
A 2,200-seat theater  
An Italian Cultural and Trade Center  
Shops, restaurants, pedestrian malls and  
landscaped plazas

- (5) Continued operation of the New Start Center wherein the San Francisco Departments of Public Health and Social Services have joined with the Redevelopment Agency to provide assistance in dealing with a range of social, economic, medical and psychological problems. Services available consist of emergency medical treatment, medical health screening and examinations, public welfare counseling, psychiatric counseling as necessary, and professional-level social welfare counseling. Treatment of the wide range of problems needing attention is initiated at the New Start Center but is generally secured by referral to the many public and private agencies established to give longer term assistance. In conjunction with the New Start Center, the Redevelopment Agency also opened a custodial care shelter program and a detoxification program at its Mars Hotel property.
- (6) Extension begun of the Powell Street Station of the Bay Area Rapid Transit system into the Project area to serve the Yerba Buena Center.

b. Next Period

- (1) Begin construction of the Central Blocks Complex.
- (2) Complete extension of the Rapid Transit Station.
- (3) Continue operation of the New Start Center in the Yerba Buena Project with a substantial reduction in services required.
- (4) Begin construction of large office buildings by Del Monte Corporation and Taylor-Woodrow Associates.

(6) Chinese Cultural and Trade Center Redevelopment Project

a. Past Period

- (1) Completion of the Holiday Inn Hotel containing the unfinished space for the Chinese Cultural and Trade Center.
- (2) Completion of the bridge connecting Portsmouth Square and the Center.

b. Next Period

- (1) Completion of the Chinese Center.



(7) Hunters Point Redevelopment Project

a. Past Period

- (1) Construction begun by indigenous sponsors on 225 units of low- and moderate-priced housing.
- (2) Construction begun on three neighborhood facilities. Operation of the child care centers included in these facilities will require a number of teacher assistants. Residents of the Bayview-Hunters Point are being trained for these jobs with the assistance of a Department of Labor grant.

b. Next Period

- (1) Completion of 634 units of new low- to moderate-income housing by indigenous sponsors.
- (2) Completion of three neighborhood facilities.
- (3) Completion of a water supply reservoir.
- (4) Substantial completion of project improvements.
- (5) Completion of the shopping center and the Palou-Jennings Park.
- (6) Completion of planning for Phase II housing.

(8) India Basin Industrial Park (Butchertown)

a. Past Period

- (1) Started project execution activities.
- (2) Purchased approximately 80% of property to be acquired.

b. Next Period

- (1) Landfill a substantial portion of the project area.
- (2) Begin construction of site improvements.
- (3) Begin marketing project sites.

(9) Regal Pale Redevelopment Project

a. Past period

- (1) A renewal plan for this project prepared by citizens of the community working with the Redevelopment Agency was approved by the Board of Supervisors and submitted to the Department of Housing and Urban Development. It presently is awaiting funding.
- (2) Sponsors selected for development of 130 units of new low- and moderate-income housing in this project include:

The Arriba Juntos, a community-based group  
The Saint Francis Square Apartments, owner-residents of the first Sec. 221(d) (3) development west of the Mississippi and located in Western Addition Redevelopment Project A-1  
The Masonry Foundation of Northern California

## PLANNING AND PROGRAMMING

### B. Federally Assisted Code Enforcement Program (FACE)

This program was started in four areas of the City (Arguello Park, Buena Vista Heights, Glen Park and Great Highway) in March, 1967, and, essentially, was completed in October, 1970. There were almost 3000 structures and slightly over 5700 dwelling units involved. In 1969, three new FACE areas were added (Alamo Square, Bernal Heights, and Duboce Triangle), which consisted of over 1600 structures and 4500 dwelling units, and was an extension of the initial FACE contract. This latter group (of 3 areas) is scheduled for completion by June 30, 1973. Two other areas have been proposed, each under a new and separate contract application; namely, Upper Ashbury and Inner Richmond, with a combined total in excess of 2600 buildings (97% of them residential, or mixed, with over 5600 dwelling units). These two latter areas, if approved, would start about July, 1972, but would not be completed within the time frame of this certification period (end December 31, 1973).

Other areas are under consideration also and, if submitted and approved, would be initiated as projects during CY 1972.

The total budget costs (approved and requested) for the first seven (7) FACE areas amount to \$8,809,734, including \$5,873,156 to be financed from Federal Code Enforcement (CE) funds, with an additional \$843,985 of Federal funds for relocation payments and rehabilitation grants. In regard to the proposed Upper Ashbury and Inner Richmond FACE areas, a budget approval has been requested amounting to \$5,524,599, including \$3,683,066 to be financed out of Federal CE funds, with an additional Federal grant of \$2,560,000 for rehabilitation and relocation assistance.

The City of San Francisco proposes to meet its share of project costs for the initial 7 FACE areas by a combination of public improvements, which are to be financed from gas taxes and the Road Fund, and salaries of already budgeted personnel, which total \$2,925,882. In respect to the other two areas (Upper Ashbury and Inner Richmond), the City's contribution of \$1,841,533 is also in the form of both public improvements, financed from gas taxes and Road Fund, and salaries of already budgeted personnel.

### C. Neighborhood Facilities

A reservation of capital grant funds in the sum of \$824,186 was established in July, 1969, by the Department of Housing and Urban Development for Hunters Point neighborhood facilities. Part II of the application for capital grant funds was submitted by the City on November 10, 1969 and approved by HUD in March of 1970. The amount granted after submittal of Part II was \$763,594, \$60,592 less than the \$824,186 capital grant reservation previously established.

Neighborhood facilities to be constructed as an integral part of the Hunters Point redevelopment project will include a multi-purpose center with a child care center facility attached plus three satellite child care centers. Space for meeting rooms, a health program, recreation, education, counseling programs and varied community activities will be included in the multi-purpose center.

## PLANNING AND PROGRAMMING

As provided through a cooperation agreement with the City, the San Francisco Redevelopment Agency has assumed responsibility for the development and construction of the facilities in order to assure coordination with redevelopment activities being undertaken in the project.

Final architectural plans were prepared and the Agency, on two separate occasions, received excessively high bids on two of the child care centers. HUD then agreed to increase the Federal grant to \$929,246, of which the City's share was \$464,624. A private donation of \$150,000 plus \$56,819 noncash contributions for land reduced the amount to be paid by the City to \$257,805.

Bids were then requested on all four buildings as one package and one was received within the amount allocated. A contract has been entered into for construction of the facilities which requires completion of the four buildings by the middle of 1972.

### D. Major Capital Improvements (Bond Proposals), 1972-73

(From Approved Six-Year Capital Improvement Program, June 15, 1971)

	(\$ Millions)
1. Street reconstruction and improvements	18.0
2. Embarcadero (Davis St.) Transit Station	25.0
3. Youth Guidance Center, new facility	7.5
4. Main Library, new construction	20.0
5. Cliff House-Sutro Baths, acquisition and development	Amount not determined
6. Multi-purpose, general improvements	6.0
7. Civic Center, new courts and education building	45.8
8. Senior Citizen Centers	Amount not determined
9. Legion of Honor, expansion	1.3
10. Recreation and Park, improvements	10.3
11. Port, improvements	29.0
12. Water Department, improvements	25.4
13. Multi-purpose, general improvements	6.0
14. District Mental Health Centers	12.0
15. War Memorial, rehabilitation	15.3
16. Music Arts Building	23.4
17. Fire Department, improvements	6.1
18. Sewers, improvements	25.0
19. Schools, reconstruction and modernization	Amount not determined
20. Port, improvements	<u>21.3</u>
TOTAL	297.4*

\* Excluding items 5, 8, and 19.



## PLANNING AND PROGRAMMING

### E. Public Housing

During the period January, 1970 to December 31, 1971, 778 units were completed of which 733 were elderly and 45 family. During the same period an additional 480 leases were executed, completing the total 1150 units authorized by HUD under the Section 23 leasing program.

During this same period, 11 turnkey proposals were submitted to HUD with a total of 362 units for their approval but were rejected for lack of funds and alleged high cost. Several turnkey proposals with approximately 300 units have been received by the Housing Authority but not forwarded to HUD because of lack of funds.

801 units under program reservation, but not under ACC (Annual Contributions Contract), were denied by HUD and cancelled.

The Housing Authority has evaluated numerous potential sites for public housing with a total of approximately 1800 units.

### F. Model Cities

In March of 1971, the Board of Supervisors approved the City Demonstration Agency (CDA). At that point, all personnel - now numbering approximately 64 - were incorporated into one central office. The Bayview-Hunters Point Commission is the citizens group from the Bayview-Hunters Point Model Neighborhood Area. The Mission Model Neighborhood Corporation is the citizens group from the Mission Model Neighborhood Area. The central staff coordinates the activities within each model neighborhood area.

The Model Cities Council, a policy-making board with seven members, has been formed: three members are from the Bayview-Hunters Point Commission; three members are from the Mission Model Neighborhood Corporation; and the seventh is the Mayor or his appointee.

The CDA's funding from the Department of Housing and Urban Development for the first action year (effective July, 1971) is \$7.3 million. In addition to the \$7.3 million, other Federal funds have been obtained from the Department of Labor (\$400,000), the Department of Health, Education and Welfare (\$460,000), and approximately \$90,000 in a current 701 planning grant for the Bayview-Hunters Point Model Neighborhood.

### G. Urban Beautification

The following projects are completed or underway (construction or design) with funds currently available:

1. South S. F. Opera House, acquisition and historical preservation; demolition of Masonic Hall and plaza development.  
Status: Underway.
2. Maintenance fund for street trees installed with Urban Beautification funds.  
Status: Completed

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3. McLaren Park, work program employing unskilled minority youths.  
Status: Completed
4. Broadway, between Larkin and Hyde Streets, develop mini-park east of tunnel ventilation building.  
Status: Completed
5. 26th Street, between Treat Avenue and Harrison Street, play area development.  
Status: Underway
6. South Park, rehabilitation.  
Status: Underway
7. Palou Street, Selby to 3rd Streets, street trees.  
Status: Underway
8. Portsmouth Square, install area lighting  
Status: Underway
9. South of Market, mini-park development, site to be determined.  
Status: Underway
10. Golden Gate Park, Music Concourse, rehabilitate fountains.  
Status: Completed
11. Persia Street, Mission Street to McLaren Park, street trees.  
Status: Underway
12. Pine Lake Park, western terminus, children's play area development  
Status: Underway
13. Palou Mini-park, basketball court.  
Status: Underway
14. Sunset Tunnel, western terminus, mini-park development.  
Status: Completed
15. 18th Street pedestrian overcrossing at James Lick Freeway, western terminus, mini-park development.  
Status: Completed
16. Church Street, 22nd to 30th Streets, street trees.  
Status: Underway
17. Taylor Street, Bay to Jefferson Streets, street trees.  
Status: Planning completed.
18. Ping Yuen Public Housing Project, park benches and play equipment.  
Status: Underway

19. DeHaro Street and Southern Heights Avenue, mini-park development.  
Status: Completed by community

The following projects are scheduled for the next certification period. Construction will begin as soon as the approved HUD funds have been received by the City:

1. Folsom Playground, improve children's play area.
2. Mission Playground, improve children's play area.
3. Chinese Playground, improve children's play area.
4. City parks, various locations, new park benches.
5. Chinatown mini-park, Broadway Tunnel, east portal, development.
6. South of Market mini-park, Langton and Howard Streets, development.
7. Bayview Playground, landscaping and new children's play area.
8. Ocean View Playground, children's play area, new equipment.
9. South San Francisco Opera House, additional property acquisition and building demolition for further open space and plaza development.
10. Mendell St., between Newcomb and Oakdale, beautification of street area (project related to plaza development for South San Francisco Opera House).
11. Golden Gate Park, windmill rehabilitation.
12. Vallejo Street, easterly of Montgomery, landscape steep unused street area.
13. Phelps House, historic preservation.
14. Street tree maintenance.
15. Twenty-fourth Street, Potrero to Mission, landscaping.
16. Bryant Street, Army to 20th, landscaping.
17. Grattan Elementary School-Grattan Playground, streetside landscaping in vicinity of school and playground.



7. & 8. PROFESSIONAL STAFF AND BUDGETS FOR PLANNING AND PROGRAMMING

A. CITY PLANNING

The Department of City Planning employs 51 professional people with a variety of skills and backgrounds, including planning, architecture, sociology, law, economics, systems and analysis and public administration. The Department's professional positions and levels are listed below:

Supervisory Positions 5

General Planning

Planner IV - General	2
Planner IV - Code Enforcement Planner	1
Planner IV - Urban Systems Analyst	1
Planner III - General	4
Planner III - Housing Specialist	1
Planner II - General	8
Planner II - Urban Sociologist	1
Planner II - Economist-demographer	1
Planner II - Code Enforcement Planner	1
Planner I - General	1

Urban Design

Planner V - Chief Designer	1
Planner III	1
Planner II	3
Research Assistant	1

Zoning - Capital Improvements

Planner IV - General	3
Planner IV - Lawyer	2
Planner III - General	7
Planner II - General	5
Planner I - General	2

The City Planning budget for the fiscal year 1970-71 is \$960,100.  
The Department budget for 1971-72 is \$1,110,488.

B. MODEL CITIES: BUDGET FOR ACTION YEAR 1971-72 (FY)

The following City Demonstration Agency budget breakdown covers both the Mission and Bayview-Hunters Point Model Neighborhood Areas. The budget provides for 64 staff.

	<u>ADMINISTRATIVE BUDGET</u>	<u>EVALUATION AND INFORMATION BUDGET</u>
Personnel	\$ 576,328	\$ 157,436
Contracts/ Consultants	55,675	91,188
Travel	8,900	2,990
Rent	29,375	8,020
Supplies	8,300	2,600
Equipment	<u>15,775</u>	<u>3,575</u>
TOTAL	\$ <u>694,353</u>	\$ <u>265,809</u>
GRAND TOTAL		\$ 960,162

C. OTHER

The above is indicative of the major expenditures and activities contributing to the planning and programming process. Many other City agencies and private agencies make expenditures, both in staff and operating budget, that contribute to or make possible the activities that result in planning and/or programming. It is not practical to attempt to list these contributions both because they are so numerous and because they would be difficult to isolate from the overall operations of the agency involved.

9. THE ROLE OF THE MAYOR, BOARD OF SUPERVISORS, AND CHIEF ADMINISTRATIVE OFFICER IN FORMULATING OBJECTIVES, PRIORITIES AND BUDGETS OF THE PLANNING PROCESS.

Note: The following information was submitted in the 1969-1971 Workable Program report. It is repeated here for the benefit of readers who may not be familiar with the role of the Mayor, Board of Supervisors and Chief Administrative Officer in the planning process.

The Mayor and the Board of Supervisors exert their influence on Planning objectives and priorities mainly through the budgeting process. This occurs primarily through the review and approval of the annual budget, but also in the approval of bond issues for ballot voting and unusual or supplemental budget requests.

The objectives, priorities and budgets for planning activities are initiated primarily by the departments, commissions, and agencies described in the preceding portions of this section on Planning and Programming. At times, however, the Mayor and/or the Board of Supervisors initiates policies or actions which affect the objectives, priorities or budgets of the operating agencies and departments.

Regardless of how the expenditure was initiated, the Board of Supervisors makes the final decisions on all matters involving the expenditure of funds.

The Mayor and the Board are assisted in the assessment of objectives and priorities in a number of ways:

- (1) By the presentation and testimony of the operating and advisory departments and agencies;
- (2) By the presentation and testimony of individuals, civic groups and organizations;
- (3) By the advice and recommendations of specially constituted review and advisory groups.

In the third category two official advisory groups play a significant role.

The first is the Capitol Improvement Advisory Committee (CIAC) established by ordinance, which annually recommends a six year capital improvement program for adoption by the Board of Supervisors. The CIAC establishes a priority rating for funding based upon an assessment of available funds, program commitments (or established priorities) and comparative urgency or feasibility. These recommended priorities are submitted to the Mayor and the Board of Supervisors prior to their review and approval of the annual budget. The CIAC is composed of the Chief Administrative Officer, Chairman, the Director of Public Works, the Manager of Public Utilities, the General Manager of Recreation, Parks, and the Director of City Planning, the City Controller and the Mayor's Deputy for Development.



The second official advisory group is the Interagency Committee on Urban Renewal (IACUR) established in 1957. Practically every department and agency of City Government is represented on the IACUR. Traditionally, IACUR had been used as a means of coordinating action of public agencies on a common effort, such as the Model Cities Programs during 1971, and of advising the Mayor on development strategies and programs. IACUR will continue during the next recertification period to fulfill this role.

The office of the Chief Administrative Officer is practically unique to San Francisco. The 1932 City Charter distributed the primary administrative responsibilities between an elected Mayor and an appointed Chief Administrative Officer (CAO). The CAO is appointed for life. His jurisdiction, in comparison to the Mayor's, can be most simply described as responsibility for operating departments and bureaus. Examples are the Department of Public Works, the Department of Public Health, Department of Electricity and Real Estate Department. The Mayor, on the other hand, has responsibility for the appointive agencies, boards and commissions, which have separate and independent staffs and operating budgets.

The Chief Administrative Officer plays an important role in the planning process. An example is his responsibility for the City-wide code enforcement program, including the joint planning of FACE areas. He is also an ex-officio member of the City Planning Commission and thus exercises a vote on city planning budgets and programs. His role as chairman of the CIAC (described above) is crucial in the establishment of priorities.

The general process of initiation, review and approval of the planning-programming-budgeting procedure may be described as follows:

- (1) The need for a planning study or activity is documented and, when funding is required, a budget proposal is prepared by the staff of the Planning Department or other initiating City Department or Agency.
- (2) After public hearings the proposal is forwarded by the Department to the Mayor and the Board of Supervisors for approval. This may be in the form of an item in the Department's budget or as a special request or ordinance.
- (3) The Mayor reviews the request with the initiating Department, other City Departments and Agencies and, often, with non-governmental groups, organizations, or individuals.
- (4) The proposal is referred to the Board of Supervisors with the Mayor's recommendation.
- (5) Public Hearings are conducted before a committee or committees of the Board: after Committee hearings the matter is presented to the full Board for second and third readings.
- (6) After action by the Board, the Mayor may exercise his veto which can be overridden only by an 8-3 vote of the Board or he can sign the ordinance or documents which authorize the project to proceed.

10. ROLE OF MAJOR LOCAL AGENCIES IN DEVELOPING PLANS AND ACTION PROGRAMS.

The major City Departments and Agencies responsible for developing plans and actions programs subject to Workable Program provisions are the Department of City Planning, Housing Authority, Department of Public Works and the Redevelopment Agency. Coordination is provided by the Mayor's Deputy for Development.

The role of these and other City Departments and Agencies are described together with progress made during the 1970-1971 Recertified Workable Program period and objectives and budgets for 1972-1973 in the preceding portions of this Planning and Programming section and in Section I Codes and Code Enforcement and Section III Housing and Relocation.





### III. HOUSING AND RELOCATION



## HOUSING AND RELOCATION

REQUIREMENT: This element contains requirements with respect to both the community's need for housing and the need for effective relocation programs, which are treated separately below.

1a. ESTIMATE OF THE NUMBER OF LOW AND MODERATE INCOME FAMILIES IN SUB-STANDARD HOUSING BY RACE.

The 1960 Census indicated that 44,731 households were living in sub-standard housing in San Francisco. Of these, about 70% were white, 15% were negro and 15% were other non-white. Unfortunately, the 1970 data does not include information on substandard housing. Therefore, it is impossible, given the most recent data, to update these figures.

1b. ESTIMATE OF THE NUMBER OF STANDARD HOUSING UNITS PRESENTLY VACANT AND AVAILABLE AT PRICES SUCH FAMILIES CAN AFFORD TO PAY.

The 1970 Census (first Count Summary Tape) indicates that there were 310,364 housing units in the City. The table below indicates number of units, occupied units, vacant units, and vacancy rates for owner occupancy, rental occupancy, and the total housing stock. Additionally, a category of "Other Vacant"\* is included.

	<u>Number of Units</u>	<u>Occupied Units</u>	<u>Vacant Units</u>	<u>Vacancy** Rate</u>
Owner	97,756	97,036	720	0.74
Renter	207,993	198,138	9,855	4.74
Other Vacant	<u>4,615</u>	<u>- -</u>	<u>4,615</u>	<u>100.00</u>
TOTAL	310,364	295,174	15,190	4.89

Because the Census Bureau no longer makes the distinction of "standard", "deteriorating", and "dilapidated" units, and information to identify housing types by family income is not available in the first count, it is not possible to estimate standard housing available to families of low and moderate income.

\* "Other Vacant" includes units rented or sold but not yet occupied, vacant units held for occasional use (pied-a-terre), units held for a janitor or manager, settlement of an estate, pending repairs or modernization or for other personal reasons of the owner.

\*\* The vacancy rates are determined by taking vacant units of a given category as a percentage of the total units of that category; e.g., the rental vacancy rate of 4.74% reflects the fact that the "Vacant for Rent" units make up 4.74% of all rental units.



2. PLANS TO DEVELOP ON A CONTINUING BASIS AN ACCURATE INVENTORY OF LOW- AND MODERATE-INCOME HOUSING NEEDS AND RESOURCES.

A. Citywide Common Information System

San Francisco is currently seeking Federal funds to develop a common information system which would provide a comprehensive, integrated view of all public actions in the City. Actions related to housing will be an important part of this system, which will help provide periodic updating of construction trends, population characteristics, vacancy and condition ratings. This information is essential for any accurate inventory of the needs and resources available for low- and moderate-income persons. A report on progress to date will be issued by the Department of City Planning in December, 1971.

B. Building Records System

The Bureau of Building Inspection (BBI) has begun placing its entire file of plans, permit applications and related documents in a record storage system of microfilm, electronic data cards and computer tapes. Besides providing easier access and safer storage, this new system will enable constant inventory of construction activity, code inspection and compliance, conversion actions, tenant displacement and vacant units.

C. Concentrated Code Enforcement Project Records

In the earlier City-sponsored conservation areas and in current Federally Assisted (FACE) projects, extensive records have been kept for most of the structures included in these programs. Although this information system is relatively small, in terms of the total number of buildings included, it provides valuable information about the effects of concentrated code enforcement on rents, housing costs, and individual tenants and property owners.

D. General

These information systems will provide some form of inventory about the condition of housing in San Francisco and about resources available for low- and moderate-income households. No accurate assessment of need can be made until information is available from the 1970 Census of Population. Under arrangement with the Bay Area Simulation Study Commission (U.C., Berkeley), the Department of City Planning will obtain special cross tabulations of housing information which has been developed as a result of the BASS activity. This information will provide insight into the regional housing situation with particular information concerning San Francisco.

3. EXPANDING THE SUPPLY OF LOW- AND MODERATE-INCOME HOUSING TARGETS FOR ACCOMPLISHMENT DURING THE CERTIFICATION PERIOD JANUARY 1, 1972 - DECEMBER 31, 1973.

Housing Targets for the Certification Period

The City's low- and moderate-income housing targets for the next certification period are set forth in tabulations immediately following. These tabulations are divided into four categories:

- 3a. Summary of Housing Targets
- 3b. Project-by-project Tabulation of the Summary Table
- 3c. The City's Role in Providing 1,500 Units of Low-Income Housing
- 3d. Projects Scheduled for Completion After December, 1973

The City's program includes both new construction and rehabilitation and housing for families as well as for individuals.

The targets reflect efforts of the Mayor's Office, the Department of City Planning, the Housing Authority, the Model Neighborhoods Agency, the Redevelopment Agency, and intense involvement of private business and institutional entities.

Congregate Housing

Important among the City's objectives is provision of congregate housing for non-elderly individuals who prefer to live in the central city in a single room, community-type living environment. In its Workable Program two years ago, San Francisco listed as one of its goals the enactment of Federal legislation providing for this type of housing. The Mayor and other San Francisco officials supported the legislation and regard its enactment in December, 1970, as one of the most significant housing advances in recent years.

Regulations for implementing this legislation are still under study by the Department of Housing and Urban Development, and, until they are completed, the legislation will not be operative. However, four proposals for rehabilitation of central city San Francisco hotels under the congregate housing and Federal Rent Supplement programs have already been transmitted to the Department of Housing and Urban Development. Others are in preparation.

The Need for Federal Assistance

It has been demonstrated that, despite high land and construction costs, suitable sites and competent developers can be found to expand the supply of low- and moderate-income housing in San Francisco.

Of the units scheduled, however, none can be built without Federal housing subsidies. Moreover, applications must be processed and subsidies allocated within a reasonable time if projects are to proceed to construction.

During this Workable Program certification period, the Redevelopment Agency's housing proposals have waited an average of more than 12

## HOUSING AND RELOCATION

months for a letter of feasibility with a reservation of funds - a procedure which could be accomplished in two months or less. Although 18 such redevelopment housing applications have been submitted to HUD since 1969, only 10 have been funded to date. Projects not funded have been waiting an average of nearly 17 months. Without this funding assurance, a sponsor cannot be expected to proceed with architectural drawings and other costly work necessary prior to start of construction. Following issuance of a feasibility letter with subsidy funds, a project currently requires 8 months more for firm commitment processing and preparation of construction documents. Thus, what should be a 12-month processing period has been extended to 21 months or more. Much of this delay is attributable to a past lack of available subsidy funds.

Housing targets for the 1972-1973 Workable Program are based on the estimated capacity of City agencies and private entrepreneurs to produce subsidized housing in San Francisco. They also assume that recently increased Congressional appropriations for housing assistance and urban renewal, along with the reorganization of the Department of Housing and Urban Development and improved processing techniques, will contribute to an acceleration in housing production activity.

The City's effort, in good measure, depends upon a Federal "Workable Program" that complements the City's housing targets. A Federal Workable Program must include a sustained high level of subsidy appropriations by the United States Congress; expeditious release of these funds to the cities by the President's Office of Management and Budget; speed in processing applications; timely allocation of subsidies; and effectiveness in making the congregate housing laws operative.



## SUMMARY TABLE

3a. SAN FRANCISCO LOW- AND MODERATE-INCOME HOUSING PROGRAM  
 UNITS TO BE COMPLETED JANUARY, 1972 - DECEMBER, 1973

I. SAN FRANCISCO REDEVELOPMENT AGENCY (Private Developers)		
	No. of Units	
A. Under Construction	598	
B. HUD Funds Committed	878	
C. Pending HUD Approval	<u>612</u>	
Subtotal		2,088
II. SAN FRANCISCO HOUSING AUTHORITY*		
A. Under Construction	408	
B. HUD Funds Committed	159	
C. Pending HUD Approval	0	
D. Potential Proposals	<u>1,875</u>	
Subtotal		2,442
III. OTHER (Private Developers)		
A. Under Construction	0	
B. HUD Funds Committed	768	
C. Pending HUD Approval	1,394	
D. Potential Proposals	<u>330</u>	
Subtotal		2,492
IV. TOTAL ALL PROGRAMS		7,022

\* Does not include Section 23 Leased Housing

3b. LOW- AND MODERATE-INCOME HOUSING PROJECTS

PUBLICLY-ASSISTED HOUSING

(units to be completed during the 2-year period ending December 31, 1973)

I. SAN FRANCISCO REDEVELOPMENT AGENCY

(Figures are subject to change for all projects  
which have not been initially endorsed by HUD.)

Federal Program	Site No.	HUD Number	Total		Number of Bedrooms						Status of HUD Commitment as of 11/1/71	Construction Schedule (estimated)		Currently Estimated Rental Range	No. of FRS* Units (Not yet funded)	Relocation Resource
			No. of Units New	Rehab	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR		Start	Complete			
A. UNDER CONSTRUCTION																
236/FRS	WA8	121-44131	107		20	18	26	33	10		Initial Endorsement	4/71	1/72	See Rental Schedule immediately following this tabulation.	36	X
236	DH3	121-44049	58				33	25			Initial Endorsement	11/71	6/72			X
236/FRS	HP2	121-44024	101		12	36	28	14	10	1	Initial Endorsement	8/71	8/72		40	X
236/FRS	WA4	121-44146	98		6	30	24	25	13		Initial Endorsement	10/71	10/72		33	X
236/FRS	HP1	121-44023	130		8	28	38	35	20	1	Initial Endorsement	11/71	12/72		52	X
236/FRS	WA7	121-44069	<u>104</u>			26	40	29	9		Initial Endorsement	12/71	12/72		35	X
		Subtotal	598													
B. HUD FUNDS COMMITTED																
236/FRS	WA5a	121-44004	78		10	20	20	12	16		Firm commitment requested 10/14/70	1/72	12/72		26	X
236/FRS	HP3	121-44025	94		12	24	28	16	14		Firm commitment requested 1/15/71	1/72	12/72		38	X

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I. SAN FRANCISCO REDEVELOPMENT AGENCY (continued)

Federal Program	Site No.	HUD Number	Total No. of Units		0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	Status of HUD Commitment as of 11/1/71	Construction Schedule (estimated)		Currently Estimated Rental Range	No. of FRS* Units (Not yet funded)	Relocation Resource
			New	Rehab								Start	Complete			
236/FRS	HP4	121-44026 121-44026	61) 88)		26	45	40	22	16		Letter of Feasibility issued 5/11/70	2/72 8/72	11/72 6/73		60	X
236/FRS	HP5	121-44027 121-44027	80) 80)		10	31	46	48	25		Letter of Feasibility issued 8/5/70	3/72 9/72	2/73 8/73		64	X
**236/FRS	WA19	121-44192	142		12	130					Firm Commitment requested 8/24/71	12/71	4/73		47	X
**236/FRS	WA12	121-44195	255		36	209	10				Letter of Feasibility issued 10/6/71	3/72	9/73		85	X
		Subtotal	878													
C. <u>PENDING HUD APPROVAL</u>																
236/FRS	WAR-2	121-44084		30	12	17			1		Letter of Feasibility requested 11/25/70	1/72	12/72		10	X
236/FRS	WA5b		14		2	4	4	2	2		Feasibility applica- tion in preparation	9/72	12/72		5	X
236/FRS	WA10b	121-44208	204			60	72	48	24		Letter of Feasibility requested 6/7/71	5/72	12/73		68	X
**236/FRS	WA14	121-44219	101	52	80	73					Letter of Feasibility requested 8/27/70	6/72	8/73		51	X

See Rental Schedule Immediately  
Following this Tabulation.

HOUSING AND RELOCATION



## I. SAN FRANCISCO REDEVELOPMENT AGENCY (continued)

Federal Program	Site No.	HUD Number	Total		0-BR	Number of Bedrooms					Status of HUD Commitment as of 11/1/71	Construction Schedule (estimated)		Currently Estimated Rental Range	No. of FRS* Units (Not yet funded)	Relocation Resource
			No. of Units New	Rehab		1-BR	2-BR	3-BR	4-BR	5-BR		Start	Complete			
236/FRS	WA11	121-44272	121		4	58	25	24	8	2	Letter of feasibility requested 1/22/71	6/72	6/73	See Rental Schedule immediately following this tabulation.	40	X
236/FRS	WA17	121-44237	90		2	39	25	12	10	2	Letter of feasibility requested 8/26/70	5/72	5/73		30	X
		Subtotal	530	82												
GRAND TOTAL			2,006	82	252	848	459	345	178	6					720	

\* FRS = Federal Rent Supplements

\*\* Housing for the Elderly

NOTE: Construction schedules are based on the best estimates that can be made at this time. Variables which inhibit construction starts cannot be accurately foreseen and are not taken into account. Such variables may include litigation against redevelopment projects; unavailability of Federal subsidy funds; delays in HUD processing; fluctuating interest rates and construction costs; and building moratoriums.

I. SAN FRANCISCO REDEVELOPMENT AGENCY (continued)

RENT SCHEDULE

Low- to Moderate-Priced Private Housing

The Federal Government subsidizes Section 236 housing by paying all mortgage interest in excess of 1 percent. This enables rents to be reduced to a "Base" figure. The Base rent must be collected for every unit in order to amortize the mortgage at 1 percent interest. A tenant will pay either the Base rent or 25 percent of his adjusted monthly income, whichever is greater, until he reaches the maximum income permitted for admission to Section 236 housing. After admission, a tenant's income may rise beyond the income limit, and he is permitted continued occupancy so long as he pays a proportionately larger share of his income for rent until he reaches a fixed unsubsidized rent.

Because construction costs, land topography, and design characteristics vary from project to project, Base rents will also vary. Listed below are Base rent ranges for those Section 236 projects listed on the preceding pages which have reached the Firm Commitment stage, the point at which a project's costs stabilize. The first column indicates lowest rent for any project; the second column indicates average rent for all projects; and the third column indicates the current maximum rent permissible.

Section 236 housing may be further subsidized by applying Federal Rent Supplements to 20 percent of the units, or up to 40 percent of the units with permission of the HUD Secretary. Federal Rent Supplements enable the Base rents to be reduced by as much as 70 percent for very low-income tenants. A comparable rent structure for Rent Supplemented units is also given below. Again, a tenant will pay either a minimum rent or 25 percent of his income, whichever is greater.

Number of Bedrooms	Section 236 "Base" Rents			Federal Rent Supplements		
	Lowest	Average	Maximum	Lowest	Average	Maximum
0-BR	\$ 90*	\$112	\$121	\$27	\$34	\$ 83
1-BR	112*	132	146	34	40	100
2-BR	147	159	173	44	48	119
3-BR	168	180	199	50	54	135
4-BR	189	198	224	57	59	152
5-BR	201	206	224	60	62	152

\*Lowest rents are generally achieved in housing for the elderly.

II. SAN FRANCISCO HOUSING AUTHORITY (as of November 1, 1971)

PROJECT	TYPE OF PROGRAM	NO. OF UNITS	CONSTRUCTION SCHEDULE		BEDROOMS							
			BEGIN	END	0	1	2	3	4	5	6	
A. UNDER CONSTRUCTION												
1. CAL 1-23	1880 Pine Street	C	113	Aug. 71	Mar. 72	98	14	1				
2. 1-31	Sanchez & Duboce	TK	90	Aug. 71	Mar. 72	71	18	1				
3. 1-32	1760 Bush Street	TK	108	Feb. 71	Mar. 72	83	24	1				
4. 1-19(2)	1750 McAllister	C	97	Nov. 71	May 73	76	21	-				
SUBTOTAL			408			328	77	3	-	-	-	-
B. HUD FUNDS COMMITTED												
1. CAL 1-26	Scattered Sites (See Note 1)	TK	90	Jan. 72	Jan. 73	-	-	-	27	36	24	3
2. CAL 1-29	Arguello Blvd.	TK	69	Jan. 72	Aug. 72	59	9	1	-	-	-	-
SUBTOTAL			159			59	9	1	27	36	24	3
C. PENDING HUD APPROVAL (See Note 2)			SUBTOTAL	-	-0-	-	-	-	-	-	-	-
D. POTENTIAL PROPOSALS												
1. CAL 1-22	21st & Bartlett	TK	131		Unknown	110	20	1				
2. 1-37	31st & Geary	TK	75		"	62	12	1				
3. 1-38	California & Arguello	TK	63		"	48	8	6	1			
4.	4543 Lincoln Way	TK	6		"			6				
5.	4244 Judah	TK	6		"			6				
6.	Pacific & Burgoyne	TK	116		"	57	32	15	12			
7.	Oak & Divisadero	TK	118		"	77	23	4	8	6		
8.	2632 Bush	TK	10		"	8	2					
9.	1316 Valencia	TK	23		"	18	5					
10.	254 San Jose	TK	15		"	11	4					
11.	855 Treat	TK	14		"			10	4			
12.	1265 - 9th Avenue	TK	16		"			8	8			
13.	440 Valley	TK	4		"			4				
14.	120 San Jose	TK	9		"		3	6				

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HOUSING AND RELOCATION



II. SAN FRANCISCO HOUSING AUTHORITY (cont'd)

PROJECT	TYPE OF PROGRAM	NO. OF UNITS	CONSTRUCTION SCHEDULE		BEDROOMS						
			BEGIN	END	0	1	2	3	4	5	6
D. <u>POTENTIAL PROPOSALS</u> (cont'd)											
15.	1687 Oak Street	TK	11	Unknown				11			
16.	Undesignated Potential Proposals	-	<u>1,258</u>	Unknown				Unknown			
	SUBTOTAL		<u>1,875</u>					<u>Unknown</u>			
	TOTAL		2,442					Unknown			

C - Conventional  
TK - Turnkey  
Excluding Section 23 - Leasing

NOTE 1 - (1) The remainder of CAL 1-26, the scattered sites proposal totalling 130 units, and Sites E1 and E2 (each with 100 units) are included in the category of "Undesignated Potential Proposals".

NOTE 2 - (2) As of November 1, 1971, 801 units under program reservation (not under annual contribution contract) have been denied by HUD.

### III. OTHER (PRIVATE DEVELOPERS)

(Figures are subject to change for all projects which have not been initially endorsed by HUD.)

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Federal Program	HUD Number	Total No. of Units		0-BR	Number of Bedrooms					Status of HUD Commitment as of 11/1/71	Construction Schedule (estimated)		Currently Estimated Rental Range	No. of FRS Units	Relocation Resources
		New	Rehab		1-BR	2-BR	3-BR	4-BR	5-BR		Start	Complete			
A. <u>UNDER CONSTRUCTION</u>															
None															
B. <u>HUD FUNDS COMMITTED</u>															
236/FRS (e)	121-44114 Alexis Apts.	206		206						Firm commitment in negotiation	12/71	4/73	\$ 90 \$ 27	82	X
236/FRS (e)	121-44127 V. Villa		124	124						Letter of feasibility issued 6/28/71	2/72	2/73	\$ 82 \$ 25	50	X
236/FRS	121-44089 Mission I	60			25	26	4	4	1	Letter of feasibility issued 3/12/71	6/72	6/73	\$110 - \$177 \$ 33 - \$ 53	12	X
236/FRS	121-44267 Mission II	80		6	38	27	9			Letter of feasibility issued 6/30/71	6/72	6/73	\$ 83 - \$176 \$ 25 - \$ 53	16	X
236/FRS (e)	121-44322 Salv.Army	260		212	48					Letter of feasibility issued 8/23/71	6/72	11/73	\$ 89 - \$120 \$ 27 - \$ 36	52	X
236/FRS	121-44238 Phillips-Hayes		22	11	8	3				Letter of feasibility issued 8/23/71	6/72	12/72	\$ 89 - \$126 \$ 27 - \$ 38	4	X
236/FRS	121-44269 Phillips-Fell		16			12	4			Letter of feasibility issued 8/23/71	6/72	12/72	\$127 - \$145 \$ 38 - \$ 44	3	X
	Subtotal	606	162												

HOUSING AND RELOCATION

HOUSING AND RELOCATION

III. OTHER (PRIVATE DEVELOPERS) (continued)

Federal Program	HUD Number	Total No. of Units		O-BR	Number of Bedrooms					Status of HUD Commitment as of 11/1/71	Construction Schedule (estimated)		Currently Estimated Rental Range	No. of FRS Units	Relocation Resources
		New	Rehab		1-BR	2-BR	3-BR	4-BR	5-BR		Start	Complete			
C. <u>PENDING HUD APPROVAL</u>															
221d3/FRS (c)	121-35293 Crescent Manor		98	98						Letter of feasibility requested 8/6/71	8/72	6/73	\$ 32 - \$ 41	98	X
221d3/FRS (c)	121-35284 Hyland Manor		70		70					Letter of feasibility requested 8/6/71	9/72	7/73	\$ 71	70	X
221d3/FRS (c)	121-35285 Ellis Manor		99		99					Letter of feasibility requested 8/6/71	9/72	7/73	\$ 65 - \$ 83	99	X
221d3/FRS (c)	121-35286 Ramona Manor		120		120					Letter of feasibility requested 8/6/71	9/72	7/73	\$ 62	120	X
236/FRS	121-44239 FCDA		139	72	59	8				Letter of feasibility requested	10/72	10/73	\$113 - \$160 \$ 34 - \$48	28	X
236/FRS	121-44296 Mission III	101			16	35	35	7	8	Letter of feasibility requested	9/72	12/73	\$129 - \$222 \$ 39 - \$ 67	20	X
236/FRS	121-44321 Mission IV	70			32	25	13			Letter of feasibility requested 7/15/71	9/72	9/73	\$129 - \$176 \$ 39 - \$ 53	14	X
236/FRS(1/2 e)	121-44305 Borden Apts.	345		88	60	80	77	40		Letter of feasibility requested	10/72	12/73	\$105 - \$208 \$ 32 - \$ 62	69	X
221d3/FRS	121-35290 Pac.Meadows	99				82	17			Letter of feasibility requested 8/6/71	1/72	10/72	\$195 - \$230 \$ 59 - \$ 69	20	X
236/FRS	Monte Vista	176			56	85	30	5		Letter of feasibility requested 10/22/71	6/72	12/73	\$146 - \$224 \$ 44 - \$ 67	35	X
236/FRS (e)	A. Maisin	77			77					Letter of feasibility requested 11/8/71	10/72	8/73	\$ 90 \$ 27	15	X
	Subtotal	868	526												

HOUSING AND RELOCATION

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HOUSING AND RELOCATION



### III. OTHER (PRIVATE DEVELOPERS) (continued)

Federal Program	HUD Number	Total No. of Units		0-BR	Number of Bedrooms					Status of HUD Commitment as of 11/1/71	Construction Schedule (Estimated)		Currently Estimated Rental Range	No. of FRS Units	Relocation Resources
		New	Rehab		1-BR	2-BR	3-BR	4-BR	5-BR		Start	Complete			
D. <u>POTENTIAL PROPOSALS</u>															
221d3/FRS (c)	Ford Hotel		130	130						Feasibility appli- cation in preparation	10/72	9/73		130	X
221d3/FRS (c)	Mission Hotel		200	200						Feasibility appli- cation in preparation	10/72	9/73		200	X
	Subtotal		330												
<hr/>															
TOTAL		1,474	1,018	1,147	708	383	189	56	9					1,137	

(e) = Housing for the Elderly  
(c) = Congregate Housing

#### NOTES:

- Construction schedules are based on the best estimates that can be made at this time. Variables which inhibit construction starts cannot be accurately foreseen and are not taken into account. Such variables may include availability of Federal subsidy funds, delays in HUD processing; fluctuating interest and construction costs; and building moratoriums.
- Rents are based on applications for feasibility analysis. All are subject to change during firm commitment processing.

3c. THE CITY'S ROLE IN PROVIDING 1,500 UNITS OF LOW-INCOME HOUSING

On March 30, 1970, the Board of Supervisors, by Resolution No. 160-70, declared its policy and intent to use its best efforts to cause to be provided in the City 1,500 units of housing for households of low and moderate income. The San Francisco Housing Authority (by its Resolution No. 1722, adopted March 31, 1970) and the San Francisco Redevelopment Agency (by its Resolution No. 53-70, adopted March 31, 1970) ratified the City's policy and declared their intent to participate in the effort. These resolutions were submitted as part of the supplemental material for the last (July 1, 1969) Workable Program application, which was awaiting HUD approval at the time.

On April 30, 1970, the Yerba Buena Center Redevelopment Project was enjoined in litigation entitled TOOR vs. HUD, et al. This injunction was ultimately dissolved by a Consent Order, dated November 9, 1970, which provided that:

1. The Office of the Mayor, the San Francisco Redevelopment Agency, and the Department of Housing and Urban Development shall facilitate the immediate construction of 1,500 to 1,800\* units of new or rehabilitated housing units in the City and County of San Francisco.
2. The units shall be for persons or households of incomes in public housing eligibility categories and may include units assisted through Federal rent supplements or Section 23 leases.
3. The units shall be completed in three years, by November 9, 1973.
4. The units shall consist of those programmed after April 30, 1970.

On October 20, 1970, the Department of Housing and Urban Development filed a statement in U.S. District Court declaring its position with respect to these covenants.

"Within the context (of) the applicable federal statutes and regulations and subject to the availability of funds appropriated by Congress, the Department of Housing and Urban Development will cooperate fully with all public or private applicants under HUD-backed programs to expand the supply of housing in San Francisco pursuant to said agreement, by moving actively and expeditiously to consider appropriate forthcoming applications, and by furnishing promptly all proper and necessary advice and technical assistance in connection therewith."

On July 12, 1971, the Board of Supervisors reaffirmed its policy and intent concerning the provision of additional housing units as first declared on March 30, 1970. These declarations are contained in Resolution No. 382-71.

\*The Consent Order indicates 1,500 units if Yerba Buena Center displacees are given priority to 300 of them; 1,800 if there is no priority.

## HOUSING AND RELOCATION

The City's efforts pursuant to the resolutions of the Board of Supervisors and the Consent Order of November 9, 1970 are summarized below. The status of development and other data pertinent to these projects are set forth in Section 3b and so they may be omitted here. This tabulation is offered merely to indicate the derivation of 1,967 units of low-income housing in excess of the City's program as of April 30, 1970.

<u>Housing Project</u>	<u>Total Units</u>	<u>Low-Income Units</u>
El Bethel Baptist Church (net increase since 4/70)	65	22
Public Housing - Cal 1-22, 1-29, 1-31 (net increase since 4/70)	17	17
Public Housing - Cal 1-37	75	75
" Cal 1-38	63	63
" 4543 Lincoln Way	6	6
" 4244 Judah	6	6
" Pacific and Burgoyne	116	116
" Oak and Divisadero	118	118
" 2632 Bush Street	10	10
" 1316 Valencia	23	23
" 254 San Jose	15	15
" 855 Treat	14	14
" 1265 Ninth Avenue	16	16
" 440 Valley	4	4
" 120 San Jose	9	9
" 1687 Oak Street	11	11
* " Haight and Broderick	68	68
* " 26th and South Van Ness	6	6
* " Western Addition Scattered Sites	20	20
* " Western Addition Elderly Site E-1	99	99
* " Western Addition Elderly Site E-2	101	101
Mission Assembled I	60	12
Mission Assembled II	80	16
Vincentian Villa	124	50
Alexis Apartments	206	82
Salvation Army	260	52
Crescent Manor	98	98
Hyland Manor	70	70
Ellis Manor	99	99
Ramona Manor	120	120
Phillips Rehab (Hayes)	22	4
Phillips Rehab (Fell)	16	3
Fillmore Community Development Assn.	139	28
Mission Assembled III	101	20
Mission Assembled IV	70	14
Borden Apartments	345	69
Pacific Meadows	99	20
Ford Hotel	130	130
Mission Hotel	200	200
Monte Vista Village	176	35
Maisin Elderly Project	77	15
Western Park Apts. (completed) (net incr. since 4/70)	--	11
TOTAL	3,354	1,967

\*These projects are included in the San Francisco Housing Authority's "Potential Proposals", page III-11.



3d. PROJECTS SCHEDULED FOR COMPLETION AFTER DECEMBER, 1973 (to be processed and/or funded during period ending December, 1973).

I. SAN FRANCISCO REDEVELOPMENT AGENCY

Federal Program	Site No.	Total No. of Units		Sponsor	Status	No. of FRS Units
		New	Rehab			
236/FRS	WA13	132		Johnson Development Company	Letter of Feasibility requested 10/21/70; HUD 121-44236	44
236/FRS	WA15	77		Beale Eye Foundation	Letter of Feasibility requested 10/4/71	26
236/FRS	WA16	278		Japanese-American Religious Fedn.	Letter of Feasibility requested 2/24/71; HUD 121-44284	93
236/FRS	WA10a	204		Bethel A.M.E. Church	Preliminary plans prepared	68
236/FRS	WA18	110		Unassigned		37
236/FRS	WA20	143	54	Western Economic Land Developers	Sponsor assigned July, 1971	66
236/FRS	WA--		82	Unassigned		27
236/FRS	RP	130	12	Regal Pale Project	Application for Loan and Grant submitted to HUD 2/16/71	47
236/FRS	HPII	600		H.P.-Bayview Joint Housing Comm.	Sponsor assigned	200
TOTAL		1,674	148			608

II. SAN FRANCISCO HOUSING AUTHORITY

Public Housing	500	Minimum annual production target
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III. OTHER (PRIVATE DEVELOPERS)

236/FRS	30	The Seventh Avenue Presbyterian Church of San Francisco	Letter of Feasibility requested 11/4/71	6
236/FRS	200	Catholic Social Services of San Francisco	Preliminary plans in preparation	40
236/FRS	200	National Council of Jewish Women, S.F. Chapter	Preliminary planning stages	40
TOTAL		430		86

HOUSING AND RELOCATION

3d. PROJECTS SCHEDULED FOR COMPLETION AFTER DECEMBER, 1973 (cont'd.)

IV. ADDITIONAL LOW- AND MODERATE-INCOME HOUSING

As mentioned in the section dealing with the status of San Francisco's comprehensive plan, the Plan for Residence and the report on Housing Programs have been completed and adopted. Over twenty sites have been identified as residential opportunity areas with emphasis on units for low- to moderate-income households. Although the renewal of several of these areas provides an opportunity for developing such housing, it is not anticipated that units would be completed until after December, 1973.

Chinatown Sites

Working with the Chinatown Citizen Advisory Committee, the Chinatown 701 Planning Project has identified sites suitable for housing improvement. One or more of these sites for housing, or multi-purpose development including housing, will be an appropriate element in the City's renewal program.

Candlestick-South Basin

As called for in the City Planning Department's South Bayshore Study, renewal of the Candlestick-South Basin area will remove existing blight and impediments to sound development of the area, and it will provide an estimated 1,400 additional units of housing, primarily for families with children.

Main Post Office Area

This area, along Market and Mission Streets around the Main Post Office, was identified in studies related to the Improvement Plan for Residence as a residential opportunity area. Renewal of this area will remove existing blight which presently characterizes the area and could provide for approximately 4,400 units of new housing for all incomes, including congregate housing, and for rehabilitation of approximately 3,500 existing hotel units. Also, such renewal would aid in stabilizing the City's downtown retail sales area and in preservation of many important landmarks.

Franklin Square Area

Program proposals related to the Improvement Plan for Residence noted:

A new residential community might be developed on vacant and underused land surrounding this Square. Careful planning would be necessary to achieve a desirable mix of industrial, residential and commercial uses. Renewal powers may be required to purchase vacant industrial properties and to acquire the air rights over the block south of the Square, now a Municipal Railway storage yard. Over the long run, air rights development may also be feasible over commercial properties adjacent to the Square. Medium-density housing for families is suggested, taking advantage of the open space provided by Franklin Square. A school is needed. And a mix of low-, moderate- and middle-income housing is desirable.

HOUSING AND RELOCATION

Other opportunity areas for housing include additional sites in the Mission Model Neighborhood, the Kirkland Bus Yard, the Maritime Area, and the Wisconsin Street Site.

4. ACCOMPLISHMENTS FOR EXPANDING THE SUPPLY OF LOW- AND MODERATE-INCOME HOUSING DURING THE LAST CERTIFICATION PERIOD, JANUARY 1, 1970 - DECEMBER 31, 1971.

## UNITS COMPLETED

Location	Project	Federal Program	Number of Units Completed
<u>PRIVATE, NEW</u>			
Western Addition, A-1	Western Park Apartments	Sec. 236	183
Western Addition, A-2	Martin Luther King Square	221(d) (3) BMIR	110
Western Addition, A-2	Prince Hall Apartments	Sec. 236	92
Western Addition, A-2	Friendship Village No. 1	Sec. 236	68
Western Addition, A-2	Friendship Village No. 2	Sec. 236	90
Western Addition, A-2	Marcus Garvey Square	Sec. 236	101
Diamond Heights	Vista Del Monte	Sec. 236	<u>104</u>
SUBTOTAL			748
<u>PRIVATE, REHABILITATION</u>			
Western Addition, A-2	Univista Apartments		24
<u>PUBLIC, NEW</u>			
CAL 1-27	350 Ellis		96
1-36	227 Bay		50
1-33	275 Thrift		1
1-20	3850 - 18th Street		107
1-28	666 Ellis		100
1-21	320 Clementina		276
1-30	345 Herman		42
	75 Coleridge		2
	101 Lundy's Lane		2
1-34	48th & Noriega		8
	357 Noe		22
	200 Randolph		16
1-35	2206-2268 Rivera		16
1-35	2698 California		<u>40</u>
SUBTOTAL			778
<u>PUBLIC, LEASING PROGRAM</u>			480
TOTAL - Units Completed, January 1, 1970 - December 31, 1971			2,122

5. PUBLIC AGENCY OR OFFICIAL RESPONSIBLE FOR OVERALL DIRECTION IN FORMULATING AND IMPLEMENTING THE HOUSING PROGRAM AND RELATIONSHIP OF SUCH AGENCY OR OFFICIAL TO CHIEF EXECUTIVE.

The Mayor is responsible for coordinating the activities and programs of the various City agencies concerned with housing. The Deputy for Development, the Assistant Deputy for Development and the Special Assistant for Housing and Relocation, all appointees of the Mayor, assist him in his coordinative responsibilities.

The Mayor is further assisted in development of housing policies and programs by the Inter-Agency Committee on Urban Renewal (IACUR) which was established by City Ordinance. The IACUR membership includes representatives of all City agencies concerned with or affected by housing policies and programs.

The Mayor's responsibility for housing relocation services is described in the following section on Relocation Requirements.

The Department of City Planning has a major role in identifying housing needs and formulating policies to respond to those needs. The present and planned activities of the Department of City Planning in developing housing information and recommended programs are described in Section II. The Department of City Planning operates under the authority of the City Planning Commission which is appointed by the Mayor. The Redevelopment Agency and the Housing Authority are responsible for formulating and implementing the housing program in approved redevelopment areas and on approved public housing sites.

6. PLANS FOR MOBILIZING ALL AVAILABLE PUBLIC AND PRIVATE RESOURCES IN ORDER TO HELP OVERCOME THE HOUSING GAP IN THE COMMUNITY.

Following is a reprint of the statements contained in the current re-certified Workable Program report (1969-71) and comments concerning their status:

- A. "Central Relocation Services will continue to administer the programs of temporary rent assistance, finders' fees, grants, loans, home-finding services and other services as necessary, with such modifications as greater experience will indicate to be necessary or desired."

Status: The Special Housing Assistance Fund which provides the above services was continued by authorization of the Board of Supervisors and an appropriation of \$282,708. The Mayor will request continued authorization of the program, based upon demonstrated need and the absence of any Federal aids to provide similar services. Since January 1, 1970, 124 individuals and families have received temporary rent assistance ranging from \$8 per month to \$180 per month for periods extending until the assistance is no longer required. In addition, the Mayor's Special Assistant for Housing and Relocation has assisted many persons in finding suitable accommodations following emergencies such as fires and other disasters. Some 94 families were assisted during the certification period in finding housing following emergencies.



- B. "Completion of planning to augment or expand the present programs to benefit households which are victims of fires or similar disasters. Recommendation on the above will be submitted by the Mayor's Office as quickly as possible to the Board of Supervisors for consideration and adoption in accordance with adopted Board of Supervisors' procedures."

Status: No recommendations were forwarded to the Board of Supervisors during the certification period because of lack of experience in planning for or meeting housing needs arising from emergencies. Based upon experience to date and upon an effective liaison with the Red Cross and other disaster-attending agencies, recommendations for expansion of services will be presented to the Board of Supervisors on or before the next budget request submission for continuation of the local assistance program.

- C. "Proceeding, if selected by HUD, in the development of sites under HUD's new Operation Breakthrough. This program has been established by HUD to encourage the building of housing on a large-scale mass production basis to meet housing goals faster and at less cost than conventional methods. The Redevelopment Agency has, with the endorsement of the Mayor, submitted proposals for utilizing renewal sites for: 1) Short-range prototype housing; and 2) Intermediate-range housing for approximately 1,500 units."

Status: No San Francisco proposal for Operation Breakthrough was accepted by HUD for financing. Thus far, there has been no direct or indirect benefits of Operation Breakthrough to San Francisco from completed Breakthrough projects. However, changes in Federal financing and construction regulations may result from Operation Breakthrough which may benefit San Francisco.

- D. "Necessary steps will be taken to fund the Repair and Demolition Provision in the Building Code (see Page I-4). This fund will enable the City to make immediate repairs and corrections in code violation cases while legal procedures to obtain compliance from the property owner are in process, reducing the necessity of relocation even on a temporary basis."

Status: The Repair and Demolition provision of the Building Code was funded by the Board of Supervisors in the amount of \$50,000 with the provision that up to \$200,000 will be authorized if experience demonstrates that such amount is necessary. Since the fund authorization in 1970, applications for loans involving approximately six units have been approved.

The low usage of funds is apparently due to the \$1,000 per unit limitation and the 15% charge for administrative costs. The Superintendent of Building Inspection is preparing a proposed revision to the Building Code to increase the limitation per unit to \$2,000 and to reduce the administrative costs charge to 10% to 12%. These amendments will be presented to the Board of Supervisors before the end of 1971.

- E. "Continued use of Section 23 leased units by the Housing Authority throughout the City to make additional existing private units as well as new units available to low-income households."

Status: Although the Housing Authority is still actively seeking owner-participation in the leased housing program, the number of new leases since 1969 is small. The main reasons are: 1) HUD withdrew 350 units from San Francisco's allocation because, in HUD's judgment, San Francisco was not moving quickly enough to secure the units; however, following this action, HUD funds have not been sufficient to finance those units which have been authorized. The Housing Authority is seeking restoration of the 350 units to meet the original authorization of 1500 units.

- F. "Continuation and expansion of the successful turnkey housing program of the Housing Authority. Every effort will be made to encourage private developers and property owners to participate in the program enabling an increase in housing units for low-income households in both new and rehabilitated structures."

Status: The participation in the turnkey housing program has been as good as anticipated in 1969. More than 480 units have been constructed under the program and at least 500 units are in various planning stages.

- G. "Taking steps to increase the supply of public housing in Western Addition Redevelopment Area A-2 with additional family units on scattered sites as well as units for senior citizens."

Status: Sites for 300 units of public housing have been approved for construction in Redevelopment Area A-2. No units have been built to date because of the lack of funding.

Although other sites are being considered, the number of public housing units in A-2 will be kept proportionately small because of the high concentration of public housing which already exists in the area.

- H. "Surplus City properties appropriate for residential development will be made available on a first priority basis for developing low- to moderate-income housing except as such sites may be needed for higher priority purposes."

Status: In 1970, the Mayor requested all City agencies having lands not needed now or in the immediate future by the holding agency to declare these properties surplus. Real estate surveys have been completed recently on lands owned or controlled by public agencies which have been or may be declared surplus. The largest parcels are owned or controlled by the Public Utilities Commission (PUC). The PUC has removed certain parcels from "surplus" status pending a reassessment of future needs of the PUC and pending the funding of new construction through bond issues or Federal funds which would make it possible to replace obsolete facilities and thus clear sites for other uses.

Preliminary studies have shown that it is not feasible to construct housing over active reservoirs because of the high cost of erecting a building platform above the reservoir. A 2.2 acre site adjacent to University Mound reservoir has been declared surplus. The Housing Authority is investigating the site for possible use and interested developers are making studies for possible proposals.

Any use of the site, other than for open space, will require a rezoning action by the City Planning Commission.

Next to PUC properties, the second largest group of potentially surplus properties are small strips of land which were acquired as part of right-of-way for street improvements or BART. These parcels vary in size from 2,000 square feet to 30,000 square feet. By law, these parcels must be sold at auction at current market values. Some sites may be suitable for development of single family houses.

The most promising sites are those now occupied by PUC facilities which may be removed or relocated when financing is available. A number of prospective developers are preparing proposals for mixed income housing on these sites although the PUC has not declared the properties surplus. Chances are good that one or more sites can be used for housing if and when the sites become available.

- I. "Making maximum use of the Model Neighborhood programs to improve housing conditions and to expand the supply of housing, consistent with the goals and objectives of the Model Neighborhood Communities."

Status: Both Model Neighborhood First Year Programs have been approved and funded and included are measures to improve the existing housing supply as well as to foster the building of new housing. The housing assistance budget for the Mission Model Neighborhood Area is \$800,000 and for the Hunters Point Model Neighborhood Area is \$398,350.

- J. "Continued improvement of procedures for gathering and maintaining housing data to provide adequate and accurate assessment of housing policies and programs."

Status: An appropriation of \$2,500 in 1970 enabled the Bureau of Building Inspection to record on data processing cards information on approximately 18,000 units in multi-family structures in San Francisco. This information has been tabulated to conform with an overall data information system being developed for the City. The data has already been used in evaluating relocation housing and is providing the City for the first time with detailed information on number of units in hotels, for example, and age of structures.

The Department of City Planning released its fifth annual report on changes in the San Francisco Housing Inventory. The report, issued in May, 1971, is changed from purely statistical reporting of additions and demolition in the housing stock to include analysis of the information as it relates to the Department's Improvement Plan for Residence, published in 1970. The report contains a special section on the public actions affecting the housing stock of the City. The report also, for the first time, attempts to provide a room count on hotel demolitions.



- K. "Searching out pockets of land in the City for quick development of low- to moderate-income housing. (Board of Supervisors' Resolution No. 550-69, August, 1969, endorsed and encouraged provision of such housing on the site of the former Regal Pale Brewery in the City's Mission District.)"

Status: The Regal Pale Brewery site referred to above has been approved as a housing redevelopment project by the Board of Supervisors and submitted to HUD. The development can proceed when financing has been obtained.

Other similar sites have been found through the joint efforts of City departments, private developers and citizen groups in the Mission area. These sites are described in greater detail in Section III of this report. The two principal sites being considered are the St. Vincent de Paul site on Mission Street and the Borden Dairy site on Potrero Avenue. At this time, it appears that financing can be obtained for these sites. Approximately 430 units can be built on the two sites with a mixture of income types.

- L. "The Mayor will continue to urge development and enactment of Federal legislation which will:

- ' (1) Provide assistance for low-income single persons, particularly those who prefer single room, community-type living arrangements. Existing Federal programs do not provide assistance to individuals who are non-elderly and non-handicapped.'

Status: Mayor Alioto's testimony, along with the support of other Mayors, resulted in Congressional action which authorized congregate housing, but no guidelines have been issued by HUD to construct such housing. This housing would be for persons who prefer such housing; no one would be forced to accept congregate housing as the only alternative.

- ' (2) Extend low interest loans for rehabilitation or purchase of property beyond present restrictive limits and outside of FACE and urban renewal areas, particularly to assist displacees from Federally-assisted programs.'

Status: No significant breakthrough has been made which would apply to San Francisco. In both Model Neighborhood areas (Hunters Point and Mission), funds have been programmed which would assist in rehabilitation of structures designed for use by low- and moderate-income families. During the next two years, it can be determined if such efforts can be successful in San Francisco.

- ' (3) Revise upward the cost ceiling now imposed on socially-oriented, Federally-assisted housing to meet high costs of this area. This would assist the Section 236 rental housing program, FHA rent supplements, and 235(j) housing which pro-



## HOUSING AND RELOCATION

vides for subsidies to develop ownership by low-income families of new and rehabilitated structures.'

Status: While some upward adjustments have been made in cost ceilings, it is still difficult in San Francisco to build within the limits without seriously cutting back on the quality of construction. Delay in construction in renewal areas has added significantly to the overall cost of housing in these areas and these costs are not adequately reflected in the cost ceiling imposed by Federal regulations.

- ' (4) Provide adequate funding for all Federal housing programs to meet anticipated local demand.'

Status: Mayor Alioto's testimony before Congress on this matter is well known. As spokesman for both the League of Cities and the U.S. Conference of Mayors, Mayor Alioto has stressed the urgency of releasing funds already appropriated for housing which have not been released to date. The urgency of doing so was underlined by the class action suits brought against the President in May, 1971, by the Housing Authority and the Redevelopment Agency of San Francisco.

- M. "State legislation will be sought to provide additional assistance or to augment inadequately funded Federal programs, including:

- (1) State assistance in financing local shares of Federally-assisted programs such as renewal, FACE, etc.
- (2) A fund to provide seed money for helping nonprofit community sponsors develop housing in their own communities.
- (3) Funds for rent supplement programs in addition to City and Federal programs.
- (4) Loan and grant funds for housing low- to moderate-income individuals who are non-elderly and non-handicapped.
- (5) Loan funds for low interest rates for mortgages on low- to moderate-priced private housing.
- (6) Property tax exemptions for work done as a requirement of code enforcement inspections in Code Enforcement and renewal areas.
- (7) Loan and grant funds to assist the City's code enforcement programs as a supplement to the Federally-assisted program."

Status: No State programs for housing requiring the appropriation of funds has been enacted and none seem likely in the current session of the Legislature. In general, the housing measures which have been prepared would require cities to take actions which would cost the cities, not the State. Mayor Alioto has opposed such measures unless and until funds are provided to help carry them out.

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In addition to continuing the efforts described above and the housing production goals shown in Section III, 3a, of this report, the following specific policies will be pursued during the next recertification period:

- A. Continued efforts by the Mayor and other City officials to obtain funding for the housing programs authorized by Congress and particularly the timely release of funds already available, but not being released.
- B. Continued efforts by the Mayor in cooperation with Mayors of other cities to obtain the prompt use in San Francisco of the congregate housing provisions recently authorized by Congress.
- C. Continued efforts to utilize the innovations and economies of "Operation Breakthrough" in San Francisco. These efforts will concentrate on working with HUD and developers in finding appropriate sites for preassembled, design adaptive, housing.
- D. Continued efforts to assist and encourage private development of housing for low- and moderate-income families: particularly to provide assistance in cutting red tape on processing of applications and proposals.
- E. Provide and encourage general Citywide support of the objectives of the Improvement Plan for Residence. These objectives include:
  - 1. Maintain and improve the quality and diversity of San Francisco's residential communities.
  - 2. Increase residential development in certain areas of San Francisco and the Bay Area.
  - 3. Provide maximum housing choice both in the City and the Bay Area, especially for minority and low-income households.
  - 4. Apply a comprehensive planning approach to programming community improvements and services.
  - 5. Encourage citizen participation in planning and programming public improvements.

RELOCATION  
REQUIREMENTS

The development of a centrally-administered or coordinated relocation program for all families and individuals displaced by governmental action in the community; the provision of a sufficient volume of decent, safe and sanitary housing within means of such displacees in appropriate unit size; and the provision of services to such displacees comparable to those under the urban renewal program.

1. THE LOCAL AGENCY ADMINISTERING THE CITY RELOCATION PROGRAM FOR ALL GOVERNMENTAL ACTIONS INCLUDING THE COORDINATION OF PUBLIC AGENCY ACTIVITIES, THE DETERMINATION OF ALL REHOUSING NEEDS, AND THE DEVELOPMENT OF PLANS TO MEET SUCH NEEDS AND PROVIDE NECESSARY REHOUSING ASSISTANCE.

The Mayor, through his Office of Development and his Special Assistant for Housing and Relocation, is responsible for a policy development and coordination of the Central Relocation Services.

The Redevelopment Agency has been given the responsibility for administering San Francisco's Central Relocation Services' program. In addition to the Redevelopment Agency's own rehousing program, the Agency administers, under contract, the displacement activities of Federally-Assisted Code Enforcement, San Francisco Housing Authority, Department of Public Works, Department of Public Health, and City Real Estate Department.

The primary functions of the Central Relocation Services are:

- A. Offers rehousing assistance to households being displaced as a result of local public action or Federally-assisted programs.
- B. Administers the Local Special Temporary Rent Assistance Program which provides temporary rent assistance, loan or grants, and finders' fees.
- C. Provides applicants with referrals for social services, income maintenance or legal assistance.

Central Relocation Services coordinates the phasing of all City displacements with the housing resources available at any given time.

During the past 18 months of this current 2-year recertification period, Central Relocation Services staff have participated in more than fifty meetings per year, including training sessions and planning and policy conferences with the displacing agencies and a wide variety of related organizations. For example, the CRS staff met with the American National Red Cross Disaster Team and volunteer staff and established procedures on the exchange of information and services to be provided persons displaced by fire or other disaster.

- 1a. PROPOSED ACTIONS FOR THE NEXT RECERTIFICATION PERIOD TO REVIEW, EVALUATE AND IMPROVE COORDINATION AMONG AGENCIES WITH RELOCATION REQUIREMENTS.

To assist in the administration of Citywide rehousing services, an electronic data processing system is being developed which will include



## HOUSING AND RELOCATION

information on housing needs of all persons to be displaced by public action in San Francisco. The data processing system is anticipated to be operative at the beginning of 1972-1973 recertification period, and will facilitate coordination of all displacing programs with rehousing resources.

### 2. SUMMARY OF DISPLACED FAMILIES OR BUSINESSES FROM HUD-ASSISTED PROJECTS AND/OR OTHER GOVERNMENTAL ACTION PROGRAMS DURING THE PRECEDING TWO-YEAR PERIOD ENDING DECEMBER 31, 1971.\*

#### A. FAMILIES REHOUSED FROM JANUARY 1, 1970 THROUGH DECEMBER 31, 1971

	NON-MINORITY WHITE	MINORITY	TOTAL
HUD-ASSISTED PROJECTS	127	434	561
LOCAL CODE AND OTHER GOVERNMENT ACTION	38	106	144
TOTAL	165	540	705

#### B. INDIVIDUALS REHOUSED FROM JANUARY 1, 1970 THROUGH DECEMBER 31, 1971

	NON-MINORITY WHITE	MINORITY	TOTAL
HUD-ASSISTED PROJECTS	714	540	1,254
LOCAL CODE AND OTHER GOVERNMENT ACTION	6	29	35
TOTAL	720	569	1,289

\* Workable Program Recertification Period: This data includes actual number rehoused from January 1, 1970 through September 30, 1971 and estimated number rehoused for remaining three months in 1971.

C. BUSINESSES RELOCATED FROM JANUARY 1, 1970 THROUGH DECEMBER 31, 1971\*

Relocated Businesses	253
Discontinued Businesses	<u>206</u>
TOTAL	459

\* Includes actual data from January 1, 1970 through September 30, 1971 and estimated data for remaining three months in 1971.

3. SERVICES BEING PROVIDED TO PERSONS AND BUSINESSES BEING DISPLACED

Central Relocation Services operates from three Redevelopment Agency Project site offices and the Redevelopment Agency central office from which services are made available to persons displaced throughout the City. Staff, while working regularly in a specifically assigned project area, may be called upon to provide assistance in emergencies or other unusual circumstances anywhere in the City. A wide variety of assistance is provided, as noted below, to those persons and businesses who are displaced by public action.

Overall Rehousing Services (Provided by Site and Central Offices):

1. Complete and up-to-date household business survey records are maintained to reflect accurately all needs for services.
2. All businesses and residents being displaced are individually informed, in writing and verbally, of their rights, the assistance available to them and their responsibilities.
3. All potential community resources - private and public agencies, real estate brokers, developers, churches, business and civic groups - are utilized in meeting both the housing and socio-economic needs of those being displaced.
4. Rehousing needs are met by a specialized staff which locates, inspects and refers suitable housing and business resources to residential and commercial occupants who are being displaced.
5. Eligible families and single individuals are assisted in applying for both low-cost public and moderate-priced private housing (including Federal rent supplements). Effective liaison is maintained by Central Relocation Services with housing developers and the local public housing authority to assure the timely placement of qualifying households.
6. Claims for all applicable relocation benefits are explained to each person displaced and each is assisted to complete necessary claim forms. Claims are submitted and processed promptly.
7. Assistance and liaison are provided to businesses among commercial property brokers, other businesses and the Small Business Administration.

In addition to the general services listed above which are available, according to type of displacement, to all households and businesses to be relocated, San Francisco provides a variety of special assistance which makes unique and highly effective contributions to the City's rehousing program. Five of these will be discussed here at greater length:

- New Start Center
- Western Addition and Hunters Point Social Services
- Local Special Assistance Program
- Red Cross Emergency Liaison
- Relocation Appeals Board

### New Start Center

Within the Yerba Buena Center urban renewal project there is a high percentage of single male residents, many of whom suffer ill health, including alcoholism. These individuals' economic and social functioning is generally far below that of the remainder of San Francisco. Within this area, the San Francisco Redevelopment Agency, the Department of Social Services (public assistance), and the Department of Public Health established the New Start Center in 1966.

This facility has as its goal the non-judgmental treatment of the client. Here, problems of health, income and housing can all be dealt with simultaneously. Medical personnel provide examinations and treatment and a large counseling staff is present to assist with a wide variety of other problems.

An offshoot to the New Start Center is the Mars Project - a detoxification unit and domiciliary project which occupy two floors of a Redevelopment Agency-owned hotel near the New Start Center. Here, area residents who are in need of acute treatment can receive the medical care they need. Another group of men within the domiciliary unit provide each other with the moral support needed to maintain themselves moderately without totally relying on alcohol. The Mars project has provided San Francisco with a new model for non-institutional, non-punitive care and treatment of alcoholism.

### Western Addition and Hunters Point Social Services

Western Addition A-2 and Hunters Point Urban Renewal Areas' social services are utilized extensively to provide short-term intensive casework and far-reaching referral services for medical, social and economic problems. Here the emphasis is on family problems, with additional attention paid to the isolated elderly persons who are often "found" by the rehousing staff and who require special understanding and treatment. Psychiatric consultation is provided through an agreement with the City's mental health centers, and homemaking, budgeting and other health services are provided.

### Local Special Assistance Program

The City of San Francisco has established a locally-funded rent supplement program which provides monthly rent assistance, loans, cash grants and finders' fees to all qualifying persons who are displaced by public action. Approved and funded by the Board of Supervisors in 1968, the Local Special Assistance Program began operations early in



1969 and has proven to be even more successful than its designers anticipated.

From January 1, 1970, through September 30, 1971, the Local Special Assistance Program, under the administration of the Director of Central Relocation Services, has provided over \$123,000 (see table on page III-33) in assistance to families and single persons displaced by urban renewal, code enforcement, the Housing Authority's overincome actions and fires.

Red Cross Emergency Liaison

The current Workable Program certification period has also seen the development of a highly successful liaison with the American National Red Cross to provide both immediate and long-term assistance to victims of fires or other disasters. During the two-year period, there have been four examples of emergency activity requiring close and detailed cooperation between Central Relocation Services and the Red Cross. In addition, there have been numerous single and multi-unit fires which bring the Red Cross disaster team and volunteers and Central Relocation Services staff personnel together to provide assistance to meet the needs of fire victims.

Through the Local Special Assistance Program, some \$5,247 has been expended by the City in assisting with the permanent rehousing of fire victims from January 1, 1970, to June 30, 1971. Additionally, under its City Charter authority as disaster agency during this same period, the Red Cross has provided \$58,000 in emergency assistance for food, clothing and temporary shelter. The close cooperation of the two agencies and the constant success of the joint effort provided by Red Cross and Central Relocation Services is proving to be a valuable asset to San Francisco's rehousing program.

Relocation Appeals Board

An appeals process overseeing the City's rehousing program was established in 1969. The Relocation Appeals Board meets as requested by the Mayor's Special Assistant for Housing and Relocation, who acts as secretary to the Board and "ombudsman" for the community. Residents or businessmen who believe that they have been denied their rights by the rehousing program may call upon the Relocation Appeals Board to examine and decide upon their complaint. Members of the Board are appointed by the Mayor and come from minority groups and the business and labor communities.

Following is the current Board membership:

Percy H. Steele, Chairman. Executive Director of the Bay Area Urban League. Active in many community and civic organizations.

Captain Stanley F. Davie. Director of Harbor Lights Center of the Salvation Army. Involved for many years in several grass-roots organizations.

W. Earl Cranshaw. Retired. Active in local community organizations such as WACO and WAPAC whose primary concern is the rehousing of dislocated families and individuals.

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Eddie Moriguchi. Public Accountant. Active in Japanese-American civic, educational and housing affairs.

Morris Watson. Retired. Ex-union official and member of the Arbitration Panel of the Yerba Buena Center Redevelopment Project. Involved in other community activities in the Central City area.

Robert Stevens. Assistant Chief Program Analyst, U.S. Army. Member of the Greater Mission Citizen Council and the president and past-president of numerous community organizations.

Essie Webb. Nursery school teacher. Member of the Joint Housing Committee of Hunters Point and chairman of the Relocation District Council of Hunters Point.

3. SERVICES BEING PROVIDED TO PERSONS AND BUSINESSES BEING DISPLACED

ACTUAL EXPENDITURES FOR PERIOD COVERING MARCH 1, 1969 THRU SEPTEMBER 30, 1971

(RENT SUPPLEMENT, LOAN, GRANT, FINDER'S FEE PAYMENT)

PROGRAM	INITIAL PAYMENTS MADE BY CENTRAL RELOCATION SERVICES		PAYMENTS MADE BY CITY CONTROLLER'S OFFICE		TOTAL
	QUANTITY	AMOUNT			
Rent Supplement	220	\$29,517.59		\$73,232.85	\$102,750.44
Grant	128	\$ 5,601.44			\$ 5,601.44
Finder's Fee	304	\$15,200.00			\$ 15,200.00
Loan	30	\$ 2,961.67	REPAID	BALANCE DUE	\$ 826.50
			\$2,135.17	\$826.50	
TOTAL	682	\$50,319.03		\$73,232.85	\$123,551.88

HOUSING AND RELOCATION



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4. FAMILIES, INDIVIDUALS AND BUSINESSES TO BE REHOUSED DURING COMING TWO-YEAR PERIOD FROM JANUARY 1, 1972 THROUGH DECEMBER 31, 1973.

TYPE OF GOVERNMENTAL ACTION	TOTAL	NUMBER OF FAMILIES, INDIVIDUALS AND BUSINESSES TO BE DISPLACED		
		NON-MINORITY WHITE	MINORITY GROUPS	BUSINESSES
HUD-ASSISTED PROJECTS	1,888	884	1,004	275
Western Addition A-2	826	290	536	181
Yerba Buena Center	585	471	114	92
Hunters Point	352	45	307	2
Federally Assisted Code Enforcement Program	125	78	47	-
CODE ENFORCEMENT	604	330	274	8
Department of Public Works	576	177	399	-
Department of Public Health	28	19	9	8
HIGHWAYS	100	70	30	37
OTHER	296	36	260	32
Real Estate	296	36	260	32

5. & 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION RESOURCES TO BE AVAILABLE,  
JANUARY 1, 1972 - DECEMBER 31, 1973.

TABLE I. ESTIMATED NUMBER OF FAMILIES TO BE REHOUSED  
JANUARY 1, 1972 - DECEMBER 31, 1973  
BY INCOME RANGE AND BEDROOM REQUIREMENTS\*

MONTHLY INCOME TO	1 BR	2 BR	3 BR	4 BR	5 BR	TOTAL
\$ 200	95	66	2	19	--	182
\$ 299	65	71	97	11	7	251
\$ 399	55	68	58	36	10	227
\$ 499	41	35	45	30	10	161
\$ 599	55	46	47	25	11	184
\$ 699	20	73	41	22	16	172
\$ 799	9	26	52	12	5	104
\$ 899	31	4	45	27	2	109
\$1,000 up	22	23	20	26	1	92
TOTAL	393	412	407	208	62	1,482

\* The details expressed in this chart are based in part on known workload figures as of February 12, 1971 and may be subject to change as the result of a complete survey not presently possible due to judicially imposed restraints on contacting residents.

5. & 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION RESOURCES TO BE AVAILABLE,  
JANUARY 1, 1972 - DECEMBER 31, 1973.

TABLE II. ESTIMATED NUMBER OF INDIVIDUALS TO BE REHOUSED  
JANUARY 1, 1972 - DECEMBER 31, 1973  
BY INCOME RANGE\*

MONTHLY INCOME TO	
\$ 200	825
\$ 299	217
\$ 399	122
\$ 499	128
\$ 599	73
\$ 699	23
\$ 799	9
\$ 899	4
\$1,000 up	5
TOTAL	1,406

\* The details expressed in this chart are based in part on known workload figures as of February 12, 1971 and may be subject to change as the result of a complete survey not presently possible due to judicially imposed restraints on contacting residents.

5. and 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION RESOURCES TO BE AVAILABLE JANUARY 1, 1972 - DECEMBER 31, 1973.

TABLE III. RELOCATION RESOURCES (For the 2-year period ending December 31, 1973) (Cont'd.)

Bedrooms Required	ESTIMATED NUMBER OF UNITS TO BE AVAILABLE					
	Public		Publicly - Assisted		Non-Publicly - Assisted	
	New	Existing	New	Existing	New	Existing
Undetermined	1,258 <sup>a/</sup>					
0	778	831	1,399	40	Information Not Available	Information Not Available
1	195	832	1,556	92		
2	82	1,564	842	176		
3	60	726	534	138		
4	42	206	234	21		
5 or more	27	29	15			
Total	2,442	4,188 <sup>b/</sup>	4,580	467 <sup>c/</sup>	Not less than 1,500 <sup>d/</sup>	Many thousands <sup>e/</sup>

a/ Current San Francisco Housing Authority policy is to place emphasis on the development of family housing.

b/ The San Francisco Housing Authority has an existing stock of 7,755 dwelling units, including both permanent public housing units and leased public housing units. During the past six months, the Authority has experienced an average of 2.25 percent vacancies per month within its total existing housing stock. Vacancies occur as a result of many factors, including, but not limited to, changes in family size resulting in a dwelling unit no longer being of appropriate size; increases in households' income requiring termination of occupancy; termination of occupancy due to refusal to pay rent; voluntary relocation to another locality; death; changes in location of employment; unexplained abandonment of unit (skips); etc. Based on recent past experience, approximately 4,061 public housing units are estimated to become available for re-rental over the next two-year period. Vacancies by bedroom size are estimated to occur in equal proportion to the number of units by type in the Authority's existing stock.

c/ There exist, as of December 31, 1971, in the City of San Francisco, 2,336 publicly-assisted private dwelling units (financed under Section 202, 221 (d) (3) or Section 236 of the National Housing Act). A recent survey of representative sponsors of this type of housing has resulted in reports of an average of approximately one new vacancy per month for each 100 dwelling units. Vacancies occur as a result of many factors, including but not limited to, changes in family size resulting in a dwelling unit no longer being of appropriate size; termination of occupancy due to refusal to pay rent; termination of occupancy due to tenants' destruction of sponsor's property or unwillingness to conform with policies for continued occupancy; voluntary relocation to another location; death; unexplained abandonment of unit; changes in location of employment; etc. It has thus been conservatively estimated that not less than ten dwelling units out of each 100 will become available for re-rental each year, or 20 percent of the total stock over a two-year period. Vacancies by bedroom size are estimated to occur in equal proportion to the number of units by type in the total stock.

d/ The information provided for new non-publicly-assisted dwelling units, to be completed within San Francisco during the two-year period ending December 31, 1973, includes a minimum of 800 dwelling units currently under construction (approximately 550) or in advanced planning (approximately 250) in redevelopment areas, plus a very conservative estimate of approximately 700 additional non-assisted units to be built by the private sector in all other areas of San Francisco during the next two years.

The extent of building activity in the private sector, including data on unit breakdowns, rental rates, and vacancy factors, is a reflection of variable economic trends and other conditions which are not predictable through any known statistical formula available to the City of San Francisco or to any other city of comparable size. The referenced estimate is merely a very conservative assessment of new non-assisted housing construction anticipated in the City over the next two-year period.

e/ Vacancy factors, particularly by unit size, rental rate, and locality, are influenced by variable economic trends and other factors not predictable through any known statistical formula available to the City of San Francisco. This fact notwithstanding, the Census conducted on April 10, 1970 indicates there were 15,190 vacant dwelling units in the City of San Francisco. These units were not defined on the first count summary tape as to condition, rent, or bedroom sizes. Average rents by census tract were given, however, and an average rent for the City as a whole was determined to be \$135.29 per month. There is no way to identify by census data standard units at selected rents, or to predict future vacancy rates, but the Census data do suggest that, over the next two years, a very large number of existing non-publicly-assisted dwelling units will be available at moderate rental rates as a significant relocation resource.



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5. and 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION RESOURCES TO BE AVAILABLE, JANUARY 1, 1972 - DECEMBER 31, 1973 (cont'd.)

TABLES IV and V: Families and Individuals To Be Rehoused Into New Housing Within The Hunters Point and Western Addition Area A-2 Redevelopment Areas.

Attached are two tables showing tabulations of individuals and families which are part of the totals to be "displaced", but which will actually be rehoused in new MPPH housing within the Hunters Point and Western Addition Area A-2 Redevelopment Areas.

5. and 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION RESOURCES TO BE AVAILABLE, JANUARY 1, 1972 - DECEMBER 31, 1973 (CONTINUED)

TABLE IV: FAMILIES AND INDIVIDUALS WHO WILL NOT BE DISPLACED BUT WILL BE REHOUSED DIRECTLY INTO NEW (ON-SITE) HOUSING WITHIN THE HUNTERS POINT REDEVELOPMENT AREA - BY INCOME RANGE AND BEDROOM REQUIREMENTS

MONTHLY INCOME TO	INDIVIDUAL	1 BR	2 BR	3 BR	4 BR	5 BR	TOTAL
\$ 200	41	16	14	--	--	--	30
\$ 299	12	14	14	11	1	--	40
\$ 399	12	10	7	4	2	2	25
\$ 499	23	16	21	17	3	2	59
\$ 599	8	11	14	11	4	3	43
\$ 699	--	2	4	6	3	2	17
\$ 799	--	--	--	3	1	2	6
\$ 899	--	6	3	3	7	1	20
\$ 1,000 up	--	2	7	3	4	--	16
TOTAL	96	77	84	58	25	12	256

5. & 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION  
RESOURCES TO BE AVAILABLE, JANUARY 1, 1972 - DECEMBER 21, 1973 (CONT'D.)

TABLE V: FAMILIES AND INDIVIDUALS WHO WILL NOT BE DISPLACED BUT WILL BE REHOUSED DIRECTLY  
INTO NEW (ON-SITE) HOUSING WITHIN THE WESTERN ADDITION AREA A-2 REDEVELOPMENT AREA - BY INCOME AND BEDROOM REQUIREMENTS\*

	MONTHLY INCOME TO	INDIVIDUAL 0 BR	FAMILIES 1 BR	2 BR	3 BR	4 BR	5 OR MORE BR	TOTAL
\$	200	279	26	7	1	--	--	34
\$	299	56	41	25	5	4	--	75
\$	399	53	24	10	4	2	1	41
\$	499	61	25	7	5	6	1	44
\$	599	35	22	8	2	4	1	37
\$	699	13	5	24	12	2	2	45
\$	799	3	4	3	3	1	2	13
\$	899	2	12	7	2	2	2	25
\$	1,000 up	2	4	1	2	1	--	8
	TOTAL	504	163	92	36	22	9	322

\* The details expressed in this chart are based on known workload figures as of February 12, 1971 and may be subject to change as the result of a complete survey not presently possible due to judicially imposed restraints on contacting residents.

5. and 6. ESTIMATED NUMBER OF FAMILIES AND INDIVIDUALS TO BE REHOUSED AND RELOCATION RESOURCES TO BE AVAILABLE, JANUARY 1, 1972 - DECEMBER 31, 1973 (cont'd.)

FOR ALL NEW HOUSING TO BE AVAILABLE TO DISPLACED FAMILIES, IDENTIFY THE NUMBER OF UNITS FOR HOME OWNERSHIP OR RENTAL, PROJECT STATUS, ESTIMATED COMPLETION DATE, AND FOR FEDERALLY ASSISTED PROGRAMS, THE PROJECT NUMBER IF ASSIGNED.

Most of the new units set forth in Table III above are being developed as rentals. Several sponsors of publicly-assisted housing contemplate conversion to cooperative ownership, but an accurate estimate of the number of units cannot be made at this time. Approximately 100 non-assisted dwelling units will be developed for home ownership in the Diamond Heights Redevelopment Area.

Project status, completion dates, and other data concerning publicly-assisted dwelling units are given in the tabulation beginning on Page III-6.

7. CURRENT VACANCY RATES IN THE COMMUNITY FOR THE INVENTORY OF STANDARD LOW- AND MODERATE-INCOME HOUSING UNITS, BY NUMBER OF BEDROOMS AND RENTS OR MONTHLY HOUSING EXPENSES.

As noted in Section III, page 1, 1970 Census data indicate a vacancy rate of 4.89% for San Francisco's total housing stock. Although average rents are included in the Census data, vacancy rates by bedroom size are not set forth in the first count summary tape, nor are units identified as standard or sub-standard. Thus, a precise determination of vacancy rates in lower-rent standard units is not presently available. The Census figures do, however, indicate a substantial increase over the 2.3% vacancy rate reported in the City's 1969 Workable Program.

A recent survey by the Department of Housing and Urban Development (Report to the Court, Civil No. C-69-324 SAW, Aug. 24, 1971, p. 16) indicates an overall vacancy rate for low-rent hotels and rooming houses in excess of 9%. HUD's Report to the Court noted that "although 532 hotel rooms might be utilized as a possible resource, not all these units are within the rent-paying ability of the current workload." However, it was for this reason that San Francisco's Local Rent Assistance Program was established, a fact which the above-quoted report did not properly take into account. Further, contrary to the statement in HUD's Report to the Court that the Local Rent Assistance Program "cannot be considered a housing resource", the Local Rent Assistance Program meets housing needs in the same manner as Federal rent supplements and does provide housing for individuals who otherwise could not afford to live in safe, sanitary housing. San Francisco's Rent Assistance Program is available to all qualifying individuals as long as the individual need continues. Although the program is funded on an annual basis, as with any other City expenditure, the policy of intent established by the Board of Supervisors' Resolution No. 353-68 assures the continuance of the program.



8. ACTIONS THE COMMUNITY INTENDS TO TAKE TO REPLACE ON A ONE-TO-ONE BASIS THE UNITS TO BE REMOVED FROM THE SUPPLY OF HOUSING BY HUD-ASSISTED PROGRAMS DURING THE NEXT TWO-YEAR PERIOD.

When the vacancy rate is below 3%, HUD requires a program which provides 1:1 replacement of units removed. Even though the vacancy rate is over 3%, the City's program will supply replacement housing on a near 3:1 basis. The tables on pages III-35 and III-36 indicate a displacement estimate of 2,888 households; the table on page III-37 indicates an estimated production target of 8,522 new dwelling units, of which approximately 7,022 are for low- and moderate-income households.

#### IV. CITIZEN INVOLVEMENT



HUD REQUIREMENT: "The Workable Program requires clear evidence that the community provides and continues to expand opportunities for citizens, especially those who are poor and members of minority groups, to participate in all phases of the related HUD-assisted renewal and housing programs. The particular organizational means for community involvement is left to the discretion of each community, but the community must demonstrate in its Workable Program submission that it provides clear and direct access to decision making, relevant and timely information, and necessary technical assistance to participating groups and individuals in programs covered."

HUD, in its "Application For Workable Program Recertification" (11-68), further asks for responses to the following:

- "1. (a) Identify the groups participating in the HUD-assisted programs related to the Workable Program and in the community's program to expand the supply of low- and moderate-income housing.
  - (b) Describe the type of groups (e.g., civic, neighborhood, housing) that are participating, and the constituency represented (e.g., poor, middle-class, Negro, public housing residents).
  - (c) Describe what particular HUD-assisted programs and projects such groups are participating in.
  - (d) Describe efforts to achieve coordination among citizen participation structures located in the same area or having similar program interests.
- "2. Describe the arrangements or working relationships set up to provide groups and individuals opportunities for access to and participation in decision-making in the applicable HUD-assisted programs.
- "3. Describe the steps which have been taken in regard to the applicable programs to provide participating groups and individuals sufficient information and technical assistance.
- "4. Describe the nature and range of issues relating to the applicable programs with which participating groups and individuals have dealt; the recommendations subsequently made; and the specific results and accomplishments of the participation."

Responses to the above requirements and additional information is provided in the following three subsections headed: 1) Citizen Involvement in HUD-Assisted Programs; 2) Other Citizen Involvement in Citywide Planning and Development Programs; and 3) Other Citizen Involvement in the Development of this Workable Program Submission. This report primarily covers citizen involvement since the Workable Program Mid-term Report to HUD in January, 1971, and projected activities through the end of the next recertification period of 1972 and 1973.



CITIZEN INVOLVEMENT IN HUD-ASSISTED PROGRAMS

A. Redevelopment Areas

Diamond Heights Redevelopment Area

Direct and spirited participation in the progress of the Diamond Heights Redevelopment Area by the residents through their local organizations - the Diamond Heights Neighborhood Association, the Red Rock Hill Association No. 2, and the Glenridge Tenants - is continuing.

During the first part of 1971, the residents of the Fairmount Hill area, working within the overall neighborhood group, the Diamond Heights Neighborhood Association, raised - with Redevelopment Agency staff and members - issues on the Alpha Land Company's housing proposal for the remaining undeveloped area on Fairmount Hill.

The strong participation of the residents in discussions, meetings, negotiations and hearings resulted in the developer modifying his proposal. Both the Fairmount Hill Neighbors and the Diamond Heights Neighborhood Association will continue to take part in the ultimate development of Fairmount Hill, and be consulted on questions of density, parking and the developer's performance in accordance with modifications.

The Glenridge Tenants Association, with the help of the Redevelopment Agency staff, is exploring the possibility of converting their housing project from a rental one into a cooperative. The Association, with encouragement and advice from the Agency, completed two mini-playgrounds.

There is intense interest and active participation of the community through the organizations listed above with the Redevelopment Agency staff on transportation, the question of a new elementary school, resolution of use of several uncommitted sites, and landscaping improvements including the development of another park.

Hunters Point and India Basin Industrial Park Redevelopment Areas

- a. Bayview-Hunters Point Joint Housing Committee: Since June, 1970, when the original (June, 1969) one-year Federally-funded Project Area Committee (PAC) contract expired, the Bayview-Hunters Point Joint Housing Committee has been under contract to the San Francisco Redevelopment Agency (as the PAC) for the Hunters Point and India Basin Redevelopment Project Areas on a month-to-month basis as required by the HUD Area Office until a merger is obtained between the Bayview-Hunters Point Model Neighborhood Agency and the Joint Housing Committee.

The Bayview-Hunters Point Model Neighborhood Agency (MNA) and the Bayview-Hunters Point Joint Housing Committee (JHC) have reached a tentative agreement on a merger as required by the local HUD Area Office.

## CITIZEN INVOLVEMENT

The MNA would operate as an umbrella group with the JHC assuming a "task force function" to handle the citizen participation function related to the redevelopment process of both Hunters Point and India Basin. The strength of this arrangement lies in the fact that the JHC, with more longevity than the MNA organization, has been involved with the redevelopment process over the last four and a half years. Consequently, the JHC is well equipped to continue to help develop and renew the Hunters Point and India Basin Industrial Park's complex activities of the Redevelopment Agency.

The specifics as to implementing JHC decisions (made by the full JHC membership) within the MNA process have not been finalized.

The JHC, through a system of subcommittees, participates in all phases of the Agency's operation. During the current recertification period, this committee has worked with the Agency in accomplishing the following activities:

Ground has been broken by two indigenous groups sponsoring 231 units of housing for families with low and moderate incomes. Both groups have completed processing of plans through the FHA and construction of the first new dwelling units began August 9, 1971.

The JHC applied for and received Federal funds through the San Francisco Economic Opportunity Council's Concentrated Employment Program (EOC-CEP) for training 48 low-income residents to be teacher assistants. These persons will work in the four child care centers to be constructed in the area as well as in other parts of the City. The program is being administered by the EOC Department of Early Childhood Education.

Major activities to be undertaken during the next recertification period will include completion of site improvements for Phase I to include low and moderate income housing (631 units), a neighborhood shopping center, four child care centers, a neighborhood center, a new school. In addition, planning and design for Phase II (650 dwelling units) will be substantially completed. Phase I housing and facilities will be completed during the next certification period and site preparation for Phase II construction will be well underway.

- b. Teacher Assistant Training Program Advisory Committee: This Committee serves as the advisory body for the teacher assistant training program. The activities of the Committee are coordinated by the Chairman of the Joint Housing Committee Neighborhood Facilities Subcommittee who serves as chairman for both committees. The Committee, in close cooperation with EOC-CEP, has worked with the Bayview-Hunters Point Human Resources Department in recruiting the 48 trainees for the program as well as staff to administer the program. It also worked with San Francisco City College personnel in recruitment of instructors and a counselor. The committee meets

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regularly with the Director and other staff to review progress of the program to advise on problems as they arise and to assist with ongoing evaluation. It is now actively engaged with EOC's Early Childhood Education in securing funding for the operational budget and to assure smooth phasing in and continued operation of the child care centers which will be completed next year in the Hunters Point Redevelopment Area.

- c. Auto Dismantlers Association: The auto dismantlers in San Francisco are primarily located in India Basin and have made proposals related primarily to relocation from India Basin and finding new sites. They have also recommended that the industry develop its own operating standards and recommended to City Planning Department their own development of a new, attractive auto wrecking complex. The organization has increased policing with the local industry and more attention paid to appearance of yards and adjacent areas.
- d. Neighborhood Cooperative of San Francisco: This cooperative organization is composed of business and professional people from the entire City and is a racially-mixed group. It is participating in proposed commercial center and nonprofit housing in Phase II for Hunters Point project.
- e. Southeast Poverty Commission, Inc. This is a resident advisory group for Economic Opportunity Program, composed of low-income, predominantly Black residents. It identifies social needs in the Hunters Point area and coordinates proposed social programs.
- f. Shafter Avenue Community Club: This community group is composed principally of homeowners in the area, 80% minority and middle income. It participates in beautification, safety, crime prevention, general neighborhood improvement programs and social programs for the elderly. The organization has: 1) solicited funds from Third Street merchants and City for trees planted on Third Street, 2) arranged for police to meet regularly with the group, 3) obtained stop signs at corners, 4) secured building for elderly use for daytime recreation purposes; donations of labor and material now being sought.
- g. Southeast San Francisco Industry and Merchants Association: Composed of businessmen, industrialists and owners of commercial and industrial property in Southeast San Francisco. The organization has presently 90 members pledged to participate in the organization to form and constitute an alliance of merchants and industrialists to promote the social and economic improvements of the area and to improve relations between the business and industrial community and the surrounding residential community.
- h. Bayview-Hunters Point Education Committee: Composed of residents of Bayview-Hunters Point community and faculty members from schools in the area. It has approximately 50 members dedicated to improving the educational program and to developing a closer relationship between the community,



the staff and Board of the San Francisco Unified School District. The Committee has: 1) fought for the new Bayview elementary school soon to be under construction, 2) obtained changes from School Board in school personnel and requested more experienced teachers, 3) set up program for screening, interviewing, and hiring teachers' aides. Approximately 55 people were hired for Sir Francis Drake and Jedediah Smith schools. Five people per classroom were hired for Woodrow Wilson, Pelton, Bret Harte, Fremont, All Hallows, Hunters Point II, and Bayview Schools, and 4) obtained necessary repairs and improvements to Sir Francis Drake School.

- i. Bayview Parent Group: This is a very active group with membership from the Joint Housing Committee which works in close cooperation with the Bayview-Hunters Point Education Committee to improve educational programs. It has worked with the Redevelopment Agency and the Joint Housing Committee for a new elementary school which is now under construction in the Hunters Point Project Area. Also within the Hunters Point Project Area, this group was instrumental in both having signs erected at street corners which were hazardous to school children and grass cleared from sidewalks and vacant lots used by children.
- j. Hunters Point-Bayview Community Health Service: This organization is administrated by a policy board and an advisory board. The majority of the membership is comprised of health consumers who are residents of the area. Also included in the membership are doctors from John Hale Medical Society, the local chapter of the National Medical Association, and the County Medical Society.

The Hunters Point-Bayview Community Health Service is a special project of the John Hale Medical Society (grantee agency) funded by HEW under Public Health Law 89-749, Section 314. Four health teams, each composed of a registered public nurse, a professional social worker, and six social health technicians, use primary methodology of outreach in order to locate and deal with health and health-related problems. Clients are given free choice of physicians in the City and County of San Francisco. Community Health Services pays the bills.

The organization is concerned with increasing and improving health utilization patterns of the Hunters Point Project Area and improving individuals' ability to recognize ill health. It has introduced people to physicians outside the project area and brought in U. C. Dental School and UOP Dental School personnel to provide dental care. It furnishes transportation as needed and provides child care whenever it appears that large families are a barrier to seeking medical attention.



- k. Bayview-Hunters Point College: This college has a board of directors comprised of a nucleus of Hunters Point Project Area residents instrumental in initiating the college and expanded to include other Hunters Point community residents and students of the college. The Technical Advisory Board (16 members) is composed of professionals from schools in and surrounding the Bayview-Hunters Point area together with former instructors. There is also a Community Advisory Board (16 members) composed of people who reside or work in the educational field in the Bayview-Hunters Point community. The college is funded by the San Francisco Foundation.

The Bayview-Hunters Point College was established to provide basic education for people within the community who desire more education or need additional information in order to get further education in colleges outside the community. Curriculum includes classes in basic math and English, reading, political philosophy, humanities, psychology, as well as any classes requested by the community. The college provides a security for people to attend classes within their own community. Accreditation for college preparatory courses is arranged through San Francisco City College and the University of California. Since March of 1970, the college has served 431 people. Records prior to that date are not available.

#### Regal Pale Redevelopment Area

This renewal project (awaiting Federal funding) is a small area within the Mission Model Neighborhood Area. However, during the period of plan preparation, the Model Neighborhood Program had not become operative in the Mission Area. Anticipating early commencement of Model Neighborhood Programming, and recognizing that an effective Project Area Committee could not be formed of residents of just the few residential structures in the Project Area (one, a rooming house, with considerable transiency), the Redevelopment Agency, prior to activation of the Model Neighborhood Program, worked with the Mission Coalition Organization (MCO).

The MCO is a confederation of citizen groups in the City's Mission District and represents residents, businessmen and property owners of the Mission District. The MCO has as its stated purpose, "to enable residents of the (Mission) area to have an effective voice in the decision making process of the City as it affects our neighborhood."

Redevelopment Agency staff met regularly with Mission Coalition Committees to jointly prepare the Urban Renewal Project Plan. The MCO also participated in interviews of site occupants, reviewed possible sponsors for housing to be built in the project area, recommended approval of plan to Board of Supervisors and urged Federal funding of the project.

This Mission Coalition Organization includes residents of the Project Area, and its Planning Committee assumed the role of representing Project Area residents. Although the Mission

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District is mixed, racially and economically, it has a large percentage of Spanish-speaking groups. As required, Spanish-speaking interpreters were provided the Redevelopment Agency by the Mission Coalition and Agency publications concerning activities in this area were bilingual.

With activation of Model Neighborhood programming in the Mission Area, the Redevelopment Agency will turn to the Mission Model City Corporation for collaboration in future redevelopment of this project. It is not anticipated that this change will result in a lack of continuity inasmuch as the Mission Coalition Organization is the principal group from which membership in the Mission Model City Corporation is drawn.

### Western Addition A-2 Redevelopment Area

In November, 1970, the second annual contract with the Western Addition Project Area Committee (WAPAC) for a one-year period was approved by the Redevelopment Agency and the Area Office of HUD. This contract allowed for a substantial increase in budget, allowing WAPAC to hire a housing specialist and an affirmative action specialist to monitor the increased construction starts in new housing and the employment of area residents in these projects.

As the official funded Project Area Committee for the A-2 Area, WAPAC continues to act as the umbrella organization, coordinating the interest of many community groups in the rehousing and redevelopment processes. Thirty-six of the fifty-two member WAPAC Board, elected in July, 1971 at WAPAC's third annual convention, represent organizations of the Greater Western Addition with an interest in the A-2 Project.

While continuing its general review function of program elements to improve the Western Addition, WAPAC has:

- a. Focused on maintenance of completed low- to moderate-priced private housing development by working both with the sponsors and the tenants.
- b. With the Redevelopment Agency, monitored the integrity of the certificate of preference program which gives first priority to displaced residents to return to new developments.
- c. Given consideration to and approved the first offering of sites for market rate housing to diversify the housing stock in the renewal area.
- d. Supported the A-2 Plan Change.

In addition, among other matters which have been submitted to WAPAC, it has reviewed and made recommendations in: beautification through the planting of trees, building sites for seven displaced churches, temporary and permanent mini-parks, street widenings, preservation of historic buildings, and rehabilitation of privately-owned structures and training programs.

Yerba Buena Center Redevelopment Area

The Yerba Buena Center (YBC) Redevelopment Area provides for the clearance of blighted structures in the renewal area with public and commercial reuse, including convention center facilities. Residential reuse in the 87-acre project area is limited to the 276 units of public housing (Clementina Towers) which were completed in May, 1971. Over 65% of the residents have been rehoused during the past four years of project operations, with the result that only about 800 individuals and 25 families remain in the project area at this time.

Redevelopment Agency services in YBC continue to be furnished to residents of the project area on an individual basis rather than through the mechanism of a residents' organization.

The Yerba Buena Center Redevelopment Area has been the subject of extended litigation in the TOOR v. HUD, et al. case. The Redevelopment Agency has proposed that TOOR establish a small committee to work with the Agency on problems of the remaining residents. The Court accepted this proposal and made it a part of a Court Order dated November 9, 1970. To date, however, no satisfactory working mechanism has been established between the Agency and TOOR although the Agency continues to seek an agreement.

A measure of organized citizen review is being provided by the South of Market District Council, formerly the Committee on Health and Welfare Agencies Serving South of Market. The Redevelopment Agency reports to this Council on a monthly basis in order to keep it informed of project activities, particularly in rehousing and social services.



B. PUBLIC HOUSING

The San Francisco Housing Authority, in its recent attempts to improve public housing, has recognized the need for tenant/citizen participation in the various aspects of its program. Following are examples of this involvement:

The Modernization Program

With the introduction of the modernization program to a project, the Human Relations Department of the Housing Authority organizes the tenants into a workable body, if such an organization does not already exist. It then has a representative group with which to determine priorities and present proposals according to the needs of the specific project.

1. The initial meeting of the Westside Courts Tenant Organization regarding modernization was held August 4, 1970. It was decided that the existing organization would act as the Modernization Committee.
2. At Sunnydale, on November 18, 1970, a tenant group was formed from the ranks of various active tenant organizations already in existence at the project.
3. Involvement of tenants in modernization at Potrero began December 14, 1970, with a meeting with the Potrero Citizens Improvement Association (CIA), an already existing group.
4. There was no existing tenant organization at Valencia Gardens until initial contact was made by the Human Relations Staff in January, 1971. Since then a tenant council has been formed with temporary officers.
5. Holly Courts: Tenant involvement in the modernization program on December 10, 1970, led to the formation of two tenant groups:
  - a) The Modernization Committee
  - b) The Survey Committee

Public Housing Tenants Association

In the past year and a half, the Housing Authority staff, through the modernization process and its tenant organization program, developed sufficient tenant activity to begin negotiating a grievance procedure and a new model lease with representatives from various projects. During the course of these negotiations, the representatives of the individual project tenant associations joined together to form a citywide Public Housing Tenant Association which ultimately was the signatory of the grievance procedure and was recognized by the Commission of the San Francisco Housing Authority as the official spokesman for the public housing residents of San Francisco.

To further inform and achieve greater tenant involvement, the Housing Authority staff developed and then conducted a series of



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instructive seminars for the steering committee members of the PHTA. The subject matter of these seminars included:

1. Information about the operation of the Housing Authority in general.
2. The current financial status of the Authority.
3. Discussion of the plans for the modernization program.
4. General discussions such as tenant employment within the Housing Authority and security of the projects.

### New Construction

The Housing Authority makes an initial presentation of a proposed project to community groups in the neighborhood where the project is to be located. Through open dialogue, it often develops that constructive modifications to the proposal are made. Establishing this contact with the neighborhood groups opens the channels for communication and permits a continuing exchange of views to take place between the Housing Authority and the community.

C. FEDERALLY ASSISTED CODE ENFORCEMENT (FACE) PROGRAM

FACE projects were approved by the Board of Supervisors after public hearings. All interested groups and individuals were notified of these meetings.

In each area, Advisory Committees were formed to provide a forum for community participation.

Periodic community meetings in the FACE program were held by the Advisory Committees to explain the status of the program and to ascertain problems which might have arisen. One Committee sponsored a house tour in order to show the results of the FACE program. The Committees also published several circulars and newsletters and conducted polls regarding their improvement planning ideas. This feedback caused some modification of their plans which were then incorporated in a Federal grant application. Property owners were assisted in their rehabilitation work by a building inspector who acts as the owners' agent in handling the inspection.

Progress on the execution of the FACE program has been impeded because of insufficient funding.

Previous FACE areas closed out in the Fall of 1970 include Arguello Park, Buena Vista Heights, Glen Park and Great Highway. Citizen involvement in these FACE areas was reported in the previous Workable Program.

ALAMO SQUARE (active)

There are two organizations servicing this FACE area. The Citizens Advisory Committee to Alamo Square FACE represents the project area and is composed of low-to-middle income families and individuals and is racially mixed. It has representation drawn from eleven neighborhood institutions, clubs and churches. The Committee participates in the planning and conduct of the FACE Program. It has formed committees for beautification, architectural advice, contractor advice, tenant-landlord relations, relocation assistance and public improvements. The Committee has planned public improvements for an amendatory grant application. It has drawn up job specifications for Community Liaison Officer position for FACE. The Civil Service Commission has approved this position; however, because HUD has approved insufficient funds for the FACE program, the position has not been filled. Efforts are now being made to have the position filled through the Emergency Employment Act.

Alamo Square Association. This is a neighborhood organization made up of middle income, mostly resident owners and is racially mixed. The Association is involved with the FACE Program and other efforts at neighborhood improvement. The Association campaigned to revise City policy favoring clearance and redevelopment of the area. Its members participate most actively in the Citizens Advisory Committee for FACE. As a result of their actions, the Committee won FACE for the neighborhood.

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### BERNAL HEIGHTS (active)

The Bernal Heights Association is concerned with the FACE Program and the overall improvement program for the area. The Association created a neighborhood plan for beautification, recreation and other improvements and it actively sought and supported the FACE Program. The Association received City approval of its neighborhood plan and initiated the FACE Program.

The West Bernal Heights FACE Committee services the project area. It is composed of low-to-middle income families and individuals, many Spanish-speaking and Filipino. Composed mostly of homeowners, its membership is open to all who volunteer to join. The Committee is concerned about the operation of the FACE Program. It has worked on developing plans for public improvements, resolving owner-inspector conflicts and investigating relocation problems. The Committee has planned an improvement program for the FACE amendatory grant application. It has worked out the design of public improvements with the Bureau of Engineering. HUD approved the amendatory grant application for FACE, but this application was insufficiently funded. As a result, certain public improvements developed by the Committee have not been started. Informational material has been distributed in the neighborhood and a house tour showing the results of the rehabilitation through FACE has been held.

### DUBOCE TRIANGLE (active)

This area is serviced by three organizations. The Noe-Henry Organization is composed of low-to-middle income owners and tenants and is racially mixed. It is concerned with the FACE Program and neighborhood improvements program and youth activities. It has conducted occasional neighborhood informational meetings on FACE and held gripe sessions concerning neighborhood problems. It is a major channel of communication in the community.

The Duboce-Market-Castro Property Owners Association is made up of middle income property owners only and is racially mixed. It is concerned about the FACE Program, the neighborhood improvement program and youth activities and has acted jointly with the Noe-Henry Association to carry out the same activities in the community.

The Duboce Triangle FACE Planning Advisory Committee services the project area. It is composed of low-to-middle income families and individuals and is racially mixed. Membership is open to anyone who wishes to volunteer. It works on planning public improvements for the area in conjunction with FACE and has reviewed the design of the public improvement program approved by HUD, but insufficiently funded. It has worked out detailed planning of street beautification projects with the Bureau of Engineering.



UPPER ASHBURY AREA (proposed)

The Director of City Planning held two community meetings, which drew about one hundred citizens each, in March and June of 1970. Invitations were mailed to all owners and delivered door-to-door throughout the areas being considered for FACE. The response was strongly favorable. Other meetings and presentations were made to the Haight-Ashbury Merchants and Improvement Association and the Haight-Ashbury Neighborhood Council and received program support.

INNER RICHMOND AREA (proposed)

The area had no active community association at the time it was being considered for FACE, although the adjoining Arguello Park FACE area had received support from the Rossi Park Protective Association. A meeting was held in December, 1969, for the whole area with owners and tenants notified as above. Well over a hundred citizens came and expressed varying opinions. Most of the opposition was from immigrants of Russian and Oriental extraction who were fearful of governmental intervention. Persuasive arguments by citizens familiar with the program and subsequent letters requesting the program convinced the Director to recommend the area for code enforcement.

D. CHINATOWN 701 PLANNING PROJECT

The Chinatown 701 Planning Project was formally initiated September, 1970, when the President of the Planning Commission appointed the representative 19-member CHINATOWN CITIZEN ADVISORY COMMITTEE (CCAC). Members of the Committee were appointed on the basis of their experience, knowledge and understanding of Chinatown's problems and potentials, and on nominations submitted by the community.

Throughout the project, the CCAC has held regular monthly meetings to review and evaluate preliminary findings and recommendations. In addition, two subcommittees on Housing and Recreation were formed to study issues and recommendations in more detail.

Members of the subcommittees, meeting in between the regular meetings of the larger Committee, have devoted considerable time to the project. The Department of City Planning intends to maintain an active liaison with the CCAC and other citizens and organizations in Chinatown to insure continual citizen participation in implementing recommendations proposed upon completion of the 701 study, and in all other planning matters affecting the community.

E. MODEL CITIES

Refer to pages II-18 and II-22 for description of Model Cities organization and budget.



2. CITIZEN INVOLVEMENT IN CITYWIDE PLANNING AND DEVELOPMENT PROGRAM

A. Citizen Participation in THE IMPROVEMENT PLAN FOR RESIDENCE

In June, 1970, the Department of City Planning published The Improvement Plan for Residence as a proposal for citizen review. Copies of the plan and a questionnaire were sent to more than 200 neighborhood and city-wide organizations and to over 250 individuals and firms. Other copies were mailed on request or distributed at community meetings. In sum, 2,700 copies of the report were distributed. Two printings of the report were required to satisfy citizen interest.

To insure that all interested citizens had an opportunity to express their views on the report, the Department established a six-month review period to receive public comments on the plan. The City Planning Commission held three special evening meetings in various locations in the City during the six-month period. In addition, the staff of the Department was made available to make presentations and to hold discussions with any organizations requesting more detailed information about the report. As a result, the staff met with approximately 25 citizen groups.

In February, 1971, the Department published a revised version of the improvement plan incorporating many changes posed during the review period. Additional hearings were held and modifications in the report were made. On April 8, 1971, the City Planning Commission adopted the Plan for Residence as an amendment to the master plan for the City and County of San Francisco thereby culminating more than two years of work by the Department.

B. Mayor's Criminal Justice Council

The Mayor's Criminal Justice Council is a 41-member body responsible for criminal justice planning in the City and County of San Francisco. Members, who are all appointed by the Mayor, include 20 public officials and 21 private citizens.

Supporting the Council are 5 task forces:

1. Adult Treatment and Rehabilitation;
2. Judicial Process;
3. Juvenile Delinquency;
4. Narcotics and Dangerous Drugs;
5. Police Services.

The Mayor, the task force chairmen and task force members are from the Council membership. The chairmen have the authority to appoint additional non-Council members to the task force. Of the 46 persons involved on the task force, 21 are private citizens while 25 represent governmental agencies.

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### C. Reorganization of Economic Opportunity Council (EOC) Operations

Major changes are being made in the fiscal management, administrative structures and program effectiveness of San Francisco's Economic Opportunity Council.

The original five target areas are being phased out and replaced with twelve neighborhood service centers and one mobile unit. In general the EOC services will be expanded to serve all areas of the City where the need for EOC services exists.

District Councils are being established to coordinate all EOC neighborhood anti-poverty programs with those of other agencies. Through the District Councils, EOC will decentralize program development and separate it from actual operation so resource allocation can better reflect the wishes of the City's poverty neighborhoods. Each council will have 27 members with a majority elected by the citizens in each district. The first election was held in late September, 1971.

An EOC Board of Directors of 36 members, made up of district council representatives and appointed or elected City officials and other appointees, will provide overall program and budget review and approval.

Priority programs for the districts will include housing, education, economic development, employment, and consumer protection. A major objective for the coming year will be the completion of the "New Thrust" program designed to consolidate some 55 anti-poverty programs that have developed since EOC's establishment in 1964.

### D. San Francisco Planning and Urban Renewal Association (SPUR)

San Francisco Planning and Urban Renewal Association (SPUR), a privately funded, non-profit organization, concerned with planning, housing and general City development and preservation, extended its activities during the recertification period to include advisory planning assistance at the neighborhood level.

In cooperation with neighborhood organizations SPUR sponsored two evening meetings on the Urban Design Plan.

SPUR assisted in the meetings conducted by the City Planning Department to involve citizen groups and organizations in the preparation of the Improvement Plan for Residence. SPUR absorbed the cost of a second printing of the Plan.

SPUR was active in assisting neighborhood groups and organizations in proposed FACE areas to understand and accept the program.

SPUR's neighborhood services program provides educational and informational services regarding present and future development of the community in which the program operates.

E. Coordination of Citizen Involvement Within Neighborhoods

City staff has been working with groups within neighborhoods of the City to help the various neighborhood organizations coordinate their efforts and interests for their neighborhood's preservation and development. Particular efforts have been made the past two years in the following neighborhoods: Bayview-Hunters Point, Mission, Chinatown, Upper Market, Alamo Square, Bernal Heights and Haight-Ashbury.

The Haight-Ashbury area typifies the diversity present within neighborhoods among neighborhood groups that have the common goal of preserving and improving the neighborhood but oft-times with diverse approaches.

In October, 1970, Mayor Alioto appointed a committee called the Committee for the Restoration of the Haight-Ashbury composed of individuals representing many different organizations and interests in the neighborhood for the purpose of mobilizing efforts to restore the Haight-Ashbury to the condition desired by its residents. The committee was to function as a catalyst in bringing together the efforts of these diverse community groups, as well as the available resources of the City, to assist in the restoration.

Soon after the committee was formed, division arose in the community, which still exists, concerning the role and composition of the committee. This division reflects the different interests in the community and the inevitable conflict of interest and disparate purposes and goals of individual residents.

The committee is working to resolve these differences so that concerted effort can be applied to agreed-upon problems. The committee is funded by a grant obtained by the Mayor from the San Francisco Foundation which enables the committee to have offices and staff assistance. Because of this resource and the urgent need for unified efforts in the community, the Mayor will continue to encourage and support the committee in its attempts to bring the Haight-Ashbury community together.

The Mayor will also continue efforts within other neighborhoods to attain the best possible cooperation of the various neighborhood groups during this next recertification period.



3. OTHER CITIZEN INVOLVEMENT IN THE DEVELOPMENT OF THE WORKABLE PROGRAM

Since January, 1971, the Mayor's staff and staff from various City Departments and Agencies have been working with interested groups and individuals in preparation for this submission of the Workable Program.

Approximately six meetings and numerous exchanges of correspondence occurred between City staff and representatives of the "People's Action Coalition", an organization interested primarily in problems of housing.

Two city-wide public meetings were held to provide any interested citizen groups and organizations the opportunity to review drafts of the Workable Program Application and to testify concerning programs covered by HUD's Workable Program requirements. The first meeting was held on July 29, 1971, and the second on September 22, 1971. Approximately forty persons attended each of these meetings although invitations were sent to all known groups and organizations. Individuals, some representing organizations, called for more neighborhood meetings with interested groups and organizations.

During the month of October, City staff met with small groups and organizations in Chinatown, Hunters Point and the Mission. Meetings in other neighborhoods will be held during the month of November, as time permits.



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